

SEPTEMBER 15, 1943



SEP 24 1943

TWENTY CENTS

# Sales Management

## YOU CAN HELP MAKE IT A MERRY CHRISTMAS

The Government wants every man and woman in the armed forces overseas to enjoy a happy Christmas. And realizing the morale-building importance of Christmas gifts from home, mailing restrictions have been lifted temporarily so that gifts may be mailed without the usual request note during the period from September 15 to October 15.

This news is not generally known and the Government is asking advertisers to stage a drive now to get people to purchase and mail their gifts during this period. Specifically, advertisers are asked to (1) use their advertising to carry the message to the public; (2) prepare window cards and inserts; (3) urge their retailers to cooperate; (4) use company magazines, employe bulletins, and payroll enclosures to get the mail-early, address-correctly and follow-package-size-and-weight-limitations themes across.

If you need further details, wire War Advertising Council, Inc., 60 East 42nd Street, New York City.

E MAGAZINE OF MODERN MARKETING

*If you're wondering...*



## WHEN CAN A MAN BUY SCHENLEY?

*Royal Reserve*



**1. Your dealer:** "Cheer up! We still have SCHENLEY. Not every day—but more often than you'd think! SCHENLEY isn't making a drop of whiskey; what you buy today comes from pre-war reserves. So it's got to be portioned out . . . and used in moderation . . . to see us all through."



**2. You:** "Yes, I've read that SCHENLEY is making only alcohol for war. But I suppose that means they've had to increase prices on a fine whiskey like Royal Reserve?"



**3. Your dealer:** "Mister, are you wrong! SCHENLEY Royal Reserve prices haven't gone up a nickel, except for State and Federal taxes. Don't hesitate to ask for some, any time. When we have any, we want you to have it . . . Shall I wrap up a bottle for you now?"



**4. You:** "You bet! I don't mind making a bottle of SCHENLEY go a bit farther, when it means I can continue to get some for the duration!"

**Back The Attack—  
buy MORE War Bonds!**

There's still enough  
*to enjoy*



available  
*in moderation!*

**BLENDED WHISKEY** 86 proof. The straight whiskies in this product are 6 years or more old; 40% straight whiskey, 60% neutral spirits distilled from fruit and grains. 23% straight whiskey, 6 years old. 17% straight whiskey, 7 years old. Schenley Distillers Corporation, N.Y.C.



*There ought to be a Medal... it would honor the quiet fortitude of this war's homemakers... the planners and budgeters who are making the best of a tough situation. It would pay tribute to the unsung and commonplace deeds which are necessary, also, to win the war—waiting in shopping lines... figuring ration coupons... working long hours without enough help... straining the messy grease and flattening the tin cans—the constant hard effort to cooperate with the war effort, and to keep the family well-fed and cared for despite shortages. Woman's Home Companion, which is advising and aiding the American homemaker through this crisis—as it has through so many others—salutes her and her job with a symbolic *Award of Honor!**

WOMAN'S HOME  
**COMPANION**  
UNDERSTANDING WOMEN IS OUR FULL-TIME JOB

THE CROWELL-COLLIER PUBLISHING COMPANY, PUBLISHERS OF WOMAN'S HOME COMPANION, COLLIER'S, THE AMERICAN MAGAZINE  
SEPTEMBER 15, 1943



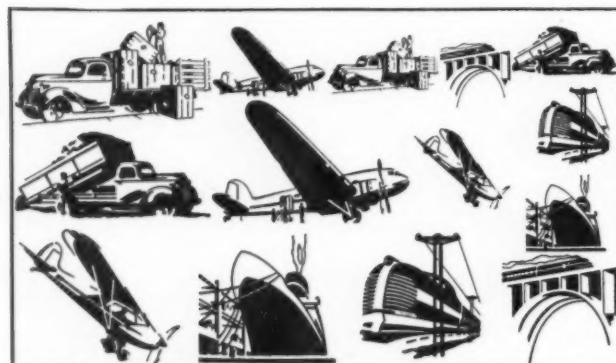
## Handypacks

There's no law to prevent the packaging and merchandising of industrial products in an attractive manner, but it is a bit surprising to find American Type Founders offering their assortments of typecuts in neat eye-catching packages, merchandised very much as though they were luxury items, such as cosmetics or novelty jewelry.

Just in case you don't know what a typecut is—it is a bit of metal used to print the designs which break up printed matter. Naturally, typecuts are made only for designs in fairly common use, so that the makers can be sure of reasonably good sales. Parentheses, lines, dots, "fists" (index finger extended), and arrows are good sellers year in and year out. But there are fashions in typecuts, too, and these are reflected in the literature ATF prepares to advertise the assortments. This year, for example, considerable space is devoted to reproductions of U. S. Service insignia.

Typecuts are almost as old as printing. Their forerunners were the intricate decorations, chiefly woven into initial letters, of the illuminated manuscripts on which monks of medieval days toiled endlessly. Study of old specimen books reveals changing fashions in these printers' aids. In the 1880's, for example, we find many flourishes and designs for making elaborate borders. We also find steam-boats, carriages, globes, tea packages, bathtubs (worth boasting about then) and hundreds of other designs.

ATF has been offering typecuts in the Handypack assortments since 1939, at which time the company adopted the policy of modernizing its cuts. They are now offered in a large variety of assortments, uniformly packaged in cardboard boxes 2" x 3½", priced at \$1.65 a package.



"Modern design . . . on land, on sea, in the air . . ."

SALES MANAGEMENT, published semi-monthly on the first and fifteenth except in May and November, when it is published three times a month and dated the first, tenth and twentieth; copyright September 15, 1943, by Sales Management, Inc., 34 North Crystal Street, East Stroudsburg, Pa., with editorial and executive offices at 386 Fourth Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second class matter May 27, 1942, at the Post Office, E. Stroudsburg, Pa., under the act of March 3, 1879, September 15, 1943. Volume 52, No. 19.

First-class artists and designers create the designs. If, for example, you are in some type of business related to transportation, the one-inch automobile, airplane or truck on your bill-head may have been printed from a type-cut in ATF Handypack 52, which contains fourteen other transportation cuts, the artist being Robert E. Smith, who was Art Director of the New York World's Fair.

Typecuts are promoted through pleasing, eye-catching advertisements illustrated by some of the curious designs which these items are used to reproduce. The direct-by-mail literature used to advertise the Handypacks would do credit to many a luxury item offered directly to consumers. It is printed on paper of good stock, some of it tinted. The contents of individual packs are indicated by rectangular groups. *Chapbook Pointers*, for example, refers to a set of old-fashioned "fists" with gantlet cuffs. A set of *Decorative Cameos* comprises such subjects as the Sphinx, hour-glasses, the Liberty Bell, eagles and sailing vessels. The names of the sets labeled "Ballot Signs," "Republican and Democratic Party Emblems," "Seagulls," "WAAC Insignia," are self-explanatory.

One booklet goes a step farther and furnishes selling ideas to printers. For example, "Dramatize America at work with industrial typecuts by ATF" (by using the designs on ads, cards, billheads, announcements). Transportation cuts are "just the thing to liven up letterheads, business cards and announcements, make timely illustrations for house magazines, booklets and other similar editorial material." The Civilian Defense insignia cuts are recommended to "printers producing stationery and announcements for local Defense Councils and advertisers cooperating in the Civilian Defense effort."

American Type Founders, with headquarters at Elizabeth, N. J., and 23 branches elsewhere, celebrated its 50th anniversary last year. In its present form, it dates back to an 1892 merger of several companies, some of them dating back many years earlier. The Handypack line is just a small part of the company's business—but one that has been doing nicely since 1939, when present merchandising methods were initiated.

## Want a Buy a Wedding?

It is often said that "Big weddings are fun for everyone except the bride and groom." Sometimes it is murmured that weddings are very little fun for the bride's mother, if she has to do much of the work entailed in getting a girl married off. This is one good reason why Calla (Mrs. Calla Caroé, pronounced *Carroway*) has done so remarkably well with her packaged wedding service, which includes the essentials of the ceremony and all the trimmings—from the bride's veil to the wedding photographs.

Another reason for Calla's success is her location—New York City, where so many girls live in furnished rooms, clubs, or small apartments. The business has clicked ever since Calla began it early in 1941, but it has fairly boomed since Pearl Harbor. In recent months, about nine out of ten of the grooms she sees safely through the happy ordeal are members of the armed services. This accounts for the fact that most wedding plans are made tentatively by the bride, then confirmed—sometimes just overnight—imme-

# WHEN JOHNNY COMES MARCHING HOME

Thousands of America's fighting men already are arriving home—but many of them aren't marching. Burned, blinded, maimed, these brave fellows will be followed by other disabled servicemen numbering anywhere from 500,000 to 2,000,000.

What is America doing and planning to do to rehabilitate these men for a useful, happy civilian life?

In the belief that this is one of the major problems of wartime as well as postwar America, The Milwaukee Journal months ago assigned a member of its staff full time to report on what's happening to the wounded and sick veterans who are coming home now, and what must be done in the future.

Because the subject is a national problem, the series of thirty-five articles which have already appeared in The Journal, and others to follow, are being made available to newspapers throughout the country. If you are interested in the subject in your own community, and want to know what is being done in Washington, Wisconsin and Canada, ask to be placed on our mailing list for booklet reprints of the articles appearing in The Milwaukee Journal.



AP Wirephoto



**THE MILWAUKEE JOURNAL**  
FIRST BY MERIT

## WHAT EVERY RADIO ADVERTISER SHOULD KNOW!



WE CAN GET IT FOR YOU **Wholesale**  
- IN MEMPHIS!

WITH 10 railroads . . . three airways  
... five major bus lines . . . and 100 motor  
truck lines . . . Memphis has attained the  
distinction of being one of the nation's  
great wholesale centers.

These unexcelled distribution systems  
serve to constitute Memphis as a natural  
gate-way to the entire Mid-South market.

And that market is the largest trade  
area anywhere east of the Mississippi  
River!

# WMC

Member of

SOUTH CENTRAL  
QUALITY NETWORK

WMC—Memphis

WJDX—Jackson, Miss.

KARK—Little Rock

WSMB—New Orleans

KWKH-KTBS—Shreveport

REPRESENTED BY  
THE BRANHAM CO.

MEMPHIS, TENN.

5,000 WATTS  
DAY AND NIGHT

Owned and Operated by  
**THE COMMERCIAL APPEAL**

diately before a furlough. "I'd rather have at least forty-eight hours notice," says Calla.

Calla's "weddings-on-a-budget" start at the basic figure of \$145. For this, the bride gets her dress; veil; 50 invitations; six photographs; the wedding cake; and the reception, usually staged at the Hotel Sheraton, and including the use of dressing rooms, with cocktails and a four-course breakfast or buffet, for 30 persons. Typical menu consists of fruit cup, consommé, chicken and mushroom patty, fresh green peas, ice-cream and coffee.

How does she do it? The answer is careful planning and judicious choice of resources. She has a good fashion background, having worked in merchandising for 11 years at Wanamaker's, New York City. The brides have a wide choice of good values in their wedding gowns, which Calla buys at wholesale. (If necessary, she will go out and shop with a girl, and will even buy dresses for the bridesmaids or the bride's mother.) She has first call upon the services of a good printer, and can get invitations or announcements printed within six hours. Most of the receptions are held at the Sheraton. The Fifth Avenue photographer, Arthur Stettner, takes the pictures.

Then, Calla has a good social background—Social Register, Junior League, and all that. She was brought up in Dayton, O., and can sympathize with the out-of-town girls who pour into New York City and have to adjust themselves to radically changed lives. She can tactfully advise the girls and their mothers on points of etiquette. Most important of all, she really likes people and greatly enjoys planning weddings. She knows how to relieve bad cases of jitters (Mothers are much worse than brides, she says).

Sometimes, for girls far from home, there are pathetic problems. No one to give the bride away, perhaps. No one in whose name the invitations can be issued. One young girl even brought her "intended" into be looked over (without his knowledge) before she made her final decision to be married.

Since she started her business, Calla has arranged some 400 weddings. Her present average is eight a week. If she would expand, she might handle more, but she doesn't want to cut down her personal contacts with her clients.

From time to time, Calla advertises in the newspapers, using four inches of space, to list the "everything from dress to breakfast" that a bride's \$145 will buy. Most of her clients come from personal recommendations, however, or because they attended a wedding she supervised. Fourteen of the guests at one wedding alone have subsequently come back as clients!

### That's How Kotex Was Born

Came that famous day, Nov. 11, 1918, swiftly followed by war contract cancellations. Kimberly-Clark Corp., Neenah, Wis., had been producing cellulose for the manufacture of guncotton. Out of wood pulp. The war let-down found warehouses bulging with snowwhite cellulose.

One day at a conference of executives someone remarked: "I wish we could find a use for all this stuff."

Heads were shaken sagely. Then up-spoke a quiet little bookkeeper: "My wife has found a use for it," he said.

And that's how Kotex was born.

# The SILVER THEATRE originates at KNX



## ...and so does Galen Drake

For six years the Silver Theatre has been turning silver into gold—and golden good will—for the International Silver Company.

KNX is proud that Silver Theatre goes on the air from KNX each week. The company's agency, Young & Rubicam, makes use of KNX's studios, audience facilities, sound effects, engineering, technical equipment, and priceless "know-how" on every program.

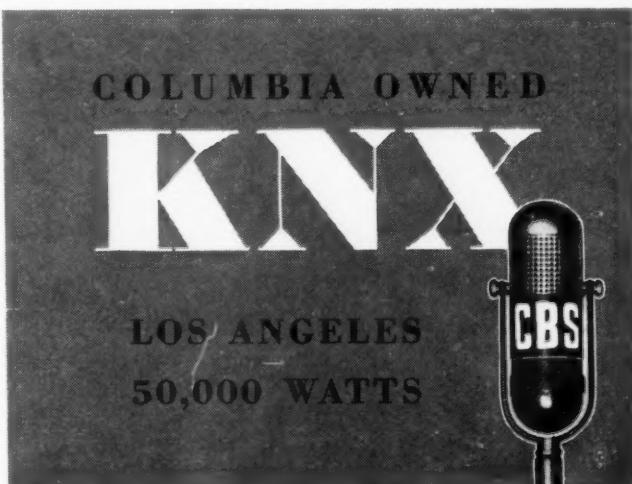
So do thirty-one other CBS coast-to-coast shows. For KNX is Columbia's western production headquarters. KNX is CBS in Hollywood.

Exactly the same high standards apply to KNX's local shows. Take Galen Drake's "Housewives' Protective League" combination, for example. For a full hour, six mornings a week, Drake brings Southern Californians the fast-moving, tuneful "Sunrise Salute," followed in the afternoon by the "Housewives' Protective League," a period of spicy, homespun philosophy.

It's a combination that no other Southern California station has the network-created resources to provide. And the Housewives' Protective League combination has a unique record of outstanding accomplishment for its participating sponsors; so much so that the same format is now being successfully followed by

other CBS cities. We can't tell the exact figures—they're too sensational—but the advertising manager for Golden State Dairies says the combination has been "most instrumental" in helping that company reach a new sales peak!

Ask us about other success stories, about current availabilities, on the Housewives' Protective League. It's KNX-produced, to give that KNX-trademark touch of *audience acceptance* and sales impact to your product in Southern California.



Columbia's Station for All Southern California

Represented by Radio Sales, the SPOT Broadcasting Division of CBS

# Sales Management

VOL. 52, NO. 19 SEPTEMBER 15, 1943

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SALES MANAGEMENT

# Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending September 15, 1943

## Coming Distribution Changes

WILL THERE BE SUPER MARKETS for men's clothing and furnishings, asks the magazine, *Men's Wear*? Many in the trade feel that the time is coming when stores will have to take smaller mark-ups and give better values in good merchandise, or "new type" stores will take the business.

They point to these stores as being potential competition of tomorrow: cigar stores, expansion of the department stores of the mail order firms, Penney-type stores, variety chains such as Woolworth and Kress, and chains such as Firestone, Goodrich and Western Auto Supply Co.

Old-line retailers are frankly worried about the future. They not only fear the emergence of new types of retailers and old ones who are taking on new lines, but they also fear the trade diversion going to retailers who pose as wholesalers (I can get it for you wholesale), the one-flight-up discount houses, and the manufacturers who make it possible for their employees to get the company's wholesale price on individual purchases.

The New York Council on Retail Trade Diversion, Inc., has just published a 16-page pamphlet on the causes and effects of "Trade Diversion—A Billion Dollar Post-War Distribution Problem," which may be had for the asking, addressing the Council at 60 East 42 St., New York City. It is a careful analysis of the distribution problem from the point of view of the established retailer, and a well-butressed argument that our post-war prosperity depends largely on the success of our vast "legitimate" distributive system.

## What Brands Mean

THE ASSOCIATION OF NATIONAL ADVERTISERS has prepared a 39-minute sound-slide film called, "Freedom of Choice," which is now being shown before advertising clubs and other business groups. A survey made for the association by Psychological Corporation shows that most of our average citizens consider certain of our freedoms very important, particularly religion, speech, press and assembly. Scattering mentions were made for freedom from want and freedom from fear, but a very important freedom, that of freedom of choice, was practically ignored. The film attempts to show what freedom of choice means, and freedom of choice is important throughout the world, even though very few people think of it as something which is a freedom. For example, by "popular vote," Campbell's soups in this country, and Coca Cola throughout the world, are more widely accepted than is any government or government leader.

A sub-title of the film might well be, "It Might Happen Here." It paints a picture of a post-war America to which soldiers and sailors return only to find that regimentation, standardization and simplification have been carried to such an extreme length that they no longer have brand freedom (Whether by accident or design, they apparently have a

wide freedom of choice of liquor brands after the war.) The returning veteran finds that shoes and neckties and suits are standardized down to two or three patterns or colors, and then he goes into a beautiful bar where one of the shots shows scores of well-known brands at the back of the bar. Most of the highlights of the film are concentrated within a court room, where soldiers succeed in bringing to the court of justice the people who are responsible for extreme regimentation—apathetic Mr. and Mrs. John Q. Public, over-zealous government bureaucrats, a rather dumb sales manager and a highly confused big businessman who was down in Washington when it happened and had a lot to do with making it happen.

## A Blast from Consumers Union

PRESIDENT COLSTON WARNE of Consumers Union of U. S., Inc., presented a statement on wartime advertising before the seventh annual meeting of the organization and —this won't be news to most of you—he said that he doesn't like either the amount or the kind of advertising which he sees today. He makes three points: that the volume of advertising is continuing well above the level of the years immediately preceding 1939; that most present advertising is still devoted to the stimulation of the sale of goods "in a period in which the need is to retard current consumption;" that about a fifth of current advertising is dedicated to the perpetuation of brand names not now available on the consumer market, "to the lauding of the war record of corporations, and to the publicizing of war programs."

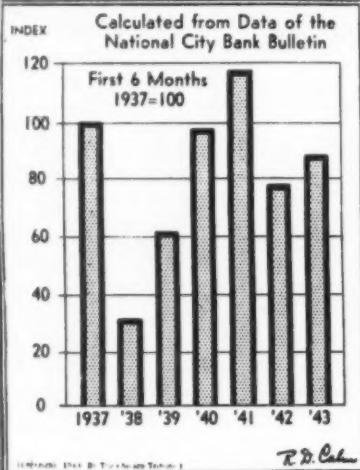
He is right about the amount of wartime advertising. The 1943 volume might top the 1929 record if limited space and air time permitted. The total is pretty sure to hit 2 billion dollars, with newspapers up 11.9% for the first 7 months, magazines up nearly a third, radio gaining 25%, direct mail advertising 6.7%, farm magazines 40% and business magazines up an unmeasured, but very considerable, amount.

What he doesn't say—and possibly doesn't know—is



This should be labeled, "department store" retail trade. Total retail trade is less volatile, and the increase over the last census year will be about 50%—a substantial figure, but far less than these increases in department store business.

## Corporate Profits in the First Half of Each Year



Profits after taxes of leading corporations for the first half-year ran about 14% higher than the same period last year. All major groups showed increases with the exception of iron and steel, paper products, mining, and the retail and wholesale trades.

that an increasingly high percentage of this advertising is being used in the service of the Nation because the Government does not have any advertising campaign. Even if he knew the facts, he probably wouldn't tell his members that during the Second War Loan Drive in April many newspapers published from 25,000 to 90,000 lines, that the grand total in all newspapers was more than 30,000 full pages, and was much the largest newspaper lineage which ever supported the sale of any product or service.

Instead of "most" present advertising being devoted to the stimulation of the sale of merchandise, only 41% was given over to that objective in January-March magazines, and a smaller percentage today. SALES MANAGEMENT recently surveyed 301 of the country's largest advertisers and found (see page 19) that "selling products today" ranked only fifth among 20 leading purposes of wartime advertising. The sale of War Bonds is in third place.

No one can argue with Mr. Warne when he says that "about a fifth of current advertising is dedicated to the perpetuation of brand names not now available on the consumer market," and as times goes on, his estimate will tend to be on the conservative side. In the survey mentioned above, that purpose ranks as number one with national advertisers.

Why does it seem so unreasonable to these people that companies should prepare the way for post-war employment and sales? Organizations like the Consumers Union maintain that they are the true representatives of the general public and particularly of the people who make things. Don't they, too, have a stake in employment after the war? If Campbell Soup Co.—to cite just one of many examples which might be mentioned—should stop all of its advertising, would it be able to employ as many people after the war as it employs now?

## Memo on Grade Labeling

ONE REASON WHY thinking people haven't been favorably influenced by such people as Representative Halleck, who goes around the country saying, "Grade labeling is the opening gun of as sinister a move as could well be figured . . . for the benefit of the Socialist system of production for use and not for profit," is that so many conservative individual businessmen and their associations do not agree

with him that minimum standards spell doom for brand names and advertising.

None of the "long-haired crackpots and visionaries with half baked ideas" put up nearly as good a case for grade labeling by minimum standards as the highly conservative American Standards Association (29 West 39 St., New York City) in its article, "Congress Acts in Controversy Over Standards and Labeling." As proof of the fact that this association also is made up of dangerous Reds and theoreticians, we mention a few of the individual members—the American Gas Association, American Institute of Steel Construction Inc., American Iron and Steel Institute, American Petroleum Institute, Copper & Brass Research Institution, National Electrical Manufacturers Association, and Society of Automotive Engineers.

Their spokesman, after citing the benefits of standards, informative labeling and grade labeling in many types of business, ends by saying, "We can find no evidence, either in the experience of industry with standards and grade labeling over the past two decades, or in the experience under OPA regulations, which support the contention that such use leads to the discontinuance of brand names and advertising. On the contrary, all the evidence shows that brand names and brand advertising has continued. The most reasonable conclusion is that the use of standards and grade labeling complement brand names and advertising."

So take it away boys—but please pipe down on that "Red" angle.

## Significant Shorts

**Good Stockholder Relations:** The writer recently became a very small stockholder in The Ruberoid Co., and on the same day that his stock certificates arrived came a cordial letter from Herbert Abraham, the president, welcoming him to the family of stockholders, inviting inquiries and suggestions and enclosing a copy of the earnings report for the first half of 1943. Very few companies take this trouble, even though it seems obvious that it is an effective and inexpensive way of adding good-will.

**Case Histories of Wartime Advertising:** The "1943 Blue Book," published by the Bureau of Advertising of the American Newspaper Publishers Association, gives 69 factual case histories tracing advertising's great conversion to wartime operations. The 156-page book contains a special index of wartime problems through which advertising people can quickly find case histories which show solutions ranging from total disappearance of the product to the introduction of a new product under wartime conditions.

**Population Gains in 12 States:** Only 12 states had a larger civilian population in March than at the 1940 Census—which included all of the boys now in the armed services. The largest absolute increases over the three years occurred in California, the District of Columbia, Florida, Washington, Maryland and Virginia, all of which made gains of more than 100,000. California and the capitol area accounted for nearly three-fifths of the total increase of 1 1/4 million in the 12 states. New York and Pennsylvania suffered the greatest absolute losses, with a combined drop of over a million civilians.

PHILIP SALISBURY

SALES MANAGEMENT



SANGER

AGATE

GRAFER

PHOENIX

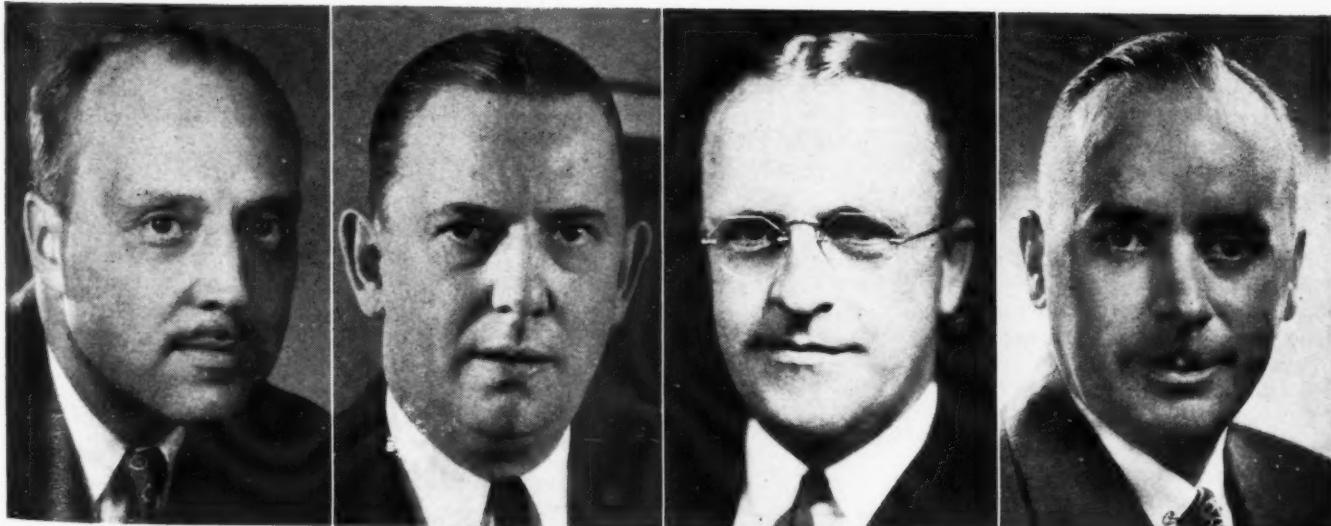
Alfred C. Sanger has been appointed sales manager for the Appliance Divisions, General Electric Company's Appliance & Merchandise Department, New York City. Mr. Sanger formerly was manager of General Electric's Traffic Appliance Divisions.

C. C. Agate has been made director of advertising and sales promotion, Sonotone Corp., Elmsford, N. Y. He is a member of the faculty of Pace Institute and of the executive board, War Activities Council, New York Advertising Club.

Harold L. Grafer has been named general sales manager, The Emerson Drug Co., Baltimore. Mr. Grafer returns to the drug field after two years with Schenley Distillers Corp. Prior to that, he was sales manager, Anacin Co., Jersey City.

E. A. Phoenix has been made assistant manager, Transite Asbestos Pipe Department, Johns-Manville Corp., New York City. He is a member of the Johns-Manville Quarter Century Club, honorary club for those with the company 25 years or more.

## NEWS REEL



CARLIER

GOODWIN

MOODY

OLIN

R. R. Carlier has been appointed advertising manager, Continental Can Co., Inc., New York City. Mr. Carlier, who has been assistant advertising manager for six years, assumes the post formerly held by H. A. Goodwin, now sales development head.

H. A. Goodwin, advertising manager, Continental Can Co., Inc., New York City, for fifteen years, has been made director of sales development for the company. In his new duties he will direct the company's market analysis and post-war activities.

Sidney C. Moody has been named assistant general manager in charge of the Calco Chemical Div. American Cyanamid Co., Bound Brook, N. J. He has been with the company since 1919, and for many years he has been a department sales manager.

Oscar C. Olin has been made sales manager, Retail Division, Revlon Products Corp., New York City. Mr. Olin formerly was president and general manager, Artra Cosmetics, Inc., New York City, and has been active in the cosmetics field 21 years.

# The 20 Major Purposes Of Wartime Advertising

The country's largest advertisers—301 of them—cooperate with **SALES MANAGEMENT** by telling why they advertise today. Even though they have only one customer, Uncle Sam, or are currently oversold, preserving the brand name is the Number One Reason.

Planned and edited

BY PHILIP SALISBURY

Executive Editor  
**SALES MANAGEMENT**

LAST month the editors of **SALES MANAGEMENT** went to 1942's largest users of newspapers, magazines, radio and farm papers, using the A.N.P.A. annual compilation, with a list of 20 war-time advertising reasons (taken from current copy and time) and asked them to put a ring around the themes in which they were now, or would be in the near future, actively interested—to rate these reasons in order of importance—and to mention any other purposes of importance.

Up to the time of tabulation on August 12th, 301 advertisers had cooperated—advertisers with 1942 expenditures amounting to well over 100 million dollars. The tabulating was done by the Market Research Company of America.

The stand-out reason (in number of mentions) is *preserve the brand name*. This was mentioned by 82% of the respondents. Following this come, in reasonably close order, *improving and maintaining dealer relations* (65%), *helping to sell War Bonds* (60%), *improving public relations* (55%), and *selling products today* (51%).

The study originated as the direct result of an inquiry by the executives of *This Week* magazine as to how advertisers evaluated various copy themes.

That is a quick summary of the overall picture. Full details and specific phrasing of questions will be found in Table 1. But when the returns are broken down by industry groups many variations pop up, as may be seen by a study of Tables 2 and 3.

Guiding public adjustment to wartime conditions is mentioned most often by the transportation and communications group; selling products today is number one in the medical

and toiletries field; improving public relations is the outstanding major purpose of insurance and financial advertising; the bettering of dealer relations is tops in the paper field, while three purposes run a dead heat in the automotive-aviation industry.

In addition to the simple score card of major purposes which was secured by totting up the 20 purposes by frequency of mention, a more involved but more meaningful one was developed by weighting the answers to the request to list the questions in order of importance. Thus latter ranking was determined by giving a first mention 6 points, followed by 5 for second, 4 for a third, 3 for a fourth, 2 for a fifth and 1 for a sixth. The precise phrasing of each question is given in Table number 1; in the following tables these purposes are abbreviated:

| Rank in Frequency | Purpose                            | Rank in Relative Importance Of Mention |
|-------------------|------------------------------------|--|
| 1                 | Preserve brand names               | 1                                      |
| 2                 | Dealer relations                   | 2                                      |
| 3                 | Sale of War Bonds                  | 6                                      |
| 4                 | Public relations                   | 5                                      |
| 5                 | Sell products today                | 3                                      |
| 6                 | Company's contribution to war      | 4                                      |
| 7                 | How to prolong life of products    | 7                                      |
| 8                 | Cooperate with WAC                 | 9                                      |
| 9                 | Guide public adjustment            | 8                                      |
| 10                | Employee relations                 | 11                                     |
| 11                | Pave way for post-war products     | 10                                     |
| 12                | Promote free enterprise            | 13                                     |
| 13                | Secure service business            | 12                                     |
| 14                | Investor relations                 | 17*                                    |
| 15                | Discourage needless buying         | 15                                     |
| 16                | Explain necessary war-time changes | 14                                     |
| 17                | Influence legislation              | 15                                     |
| 18                | Promote new uncurtailed product    | 18*                                    |
| 19                | How to prepare substitutes at home | 17*                                    |
| 20                | Promote lower-quality product      | 18*                                    |
|                   | * Ties.                            |  |

The relative importance has greater significance than the mere frequency of mention because it helps to show

where the advertiser is placing the greatest emphasis. The first two reasons and purposes show no variation in order of rank, but following those are significant deviations.

War Bonds go down in relative importance—as do public relations, while selling products today and the company's contribution to the war effort go up.

A high percentage of the 301 respondents wrote in reasons other than the 20 covered in the formal check-list. Many cannot be identified by company name because respondents asked SM not to quote them directly, but here are some of the added reasons offered by those who will permit quotation:

**The Post-War World:** Many of the manufacturers whose products are used in building rate the development of interest in new and better post-war products as a major purpose. Revere Copper & Brass, Inc., for example, has several separate campaigns. In the *Saturday Evening Post* "better living" is stressed, as applied to homes and communities; their advertising in news magazines is also pointed to the future, but here the copy is directed to manufacturers, who are invited to consult with Revere when planning and designing new products. . . . The American Rolling Mill Co. has a different slant. When it talks about the coming new products in industry, it addresses its messages particularly to fighters and war workers with the idea of extending encouragement by showing what industrial management is doing to help provide for plenty of jobs when peace comes. . . . Durez Plastics & Chemicals, Inc. use a somewhat similar slant in its general magazine advertising, except that in its emphasis on design for modern living it talks primarily to the manufacturer and gives him examples (illustrations and copy) of specific new products which are the brain-children of leading American designers. . . . The Weyerhaeuser Sales Co. talks about post-war living, but naturally with emphasis on lumber, explaining applications of advanced engineering practices in timber construction which will reflect greater utility at lower cost.

**Soft Pedaling the Radical:** Many

**SALES MANAGEMENT**

industrialists are worried for fear the public will expect too much in the way of "dream products" as soon as peace is declared. The National Gypsum Co., for example, touches only briefly on the greater comfort that can be expected in post-war homes, and they go out of their way to soft pedal any predictions of radical changes in the design of homes.

**Where the Government Leaves Off:** In addition to widespread co-operation with government objectives which is shown by the replies, some advertisers are placing special emphasis on themes which the Government started, but failed to carry through. Omar, Inc. is attempting to salvage the Government's emasculated program to educate the public on the nutritive values of wheat cereal products.

**Unusual Government Objectives:** Many of the advertisers are going far beyond anything the Government has planned in its OWI advertising objectives. The Skelly Oil Co., for example, is backing whole-heartedly the Government objectives of increased farm production, but it adds a highly original touch with weekly awards to farmers for unusual achievements in crop and livestock production.

**Good-Will for Future Markets:** The Republic Steel Corp. has little if anything to sell to civilians. Its iron, steel and fabricated steel products are used in war, but when peace comes Republic sees a greater opportunity for itself than ever before in the farm field. A special objective in its current advertising is the stimulation of greater public recognition of the importance of the farmer in America's war effort. Thus it builds good-will for tomorrow's potential sales to farmers.

**Helping in the Factories:** The Warner & Swasey Co. is running a standout campaign in consumer publications, but in business magazines going to the factories it addresses the man at the bench and the assembly lines—encouraging shop men through "know how" copy to use ingenuity and resourcefulness in increasing war production. . . . In somewhat similar manner, the Black & Decker Manufacturing Co. uses advertising to present case studies of rapid and unusual adaptation of their tools to war production—factual reports of time and labor-saving methods.

**Selling Music Instead of Products:** The Farnsworth Television & Radio Corp. has no machines to sell. It is

devoted 100% to the making of radar and other electronic devices for all branches of the armed services, but it is selling for the future by stressing what comes out of the product: it is creating a better appreciation of the value of music in elevating our post-war living standards.

**Enlightened Selfishness:** It is no discredit to the Liberty Mutual Insurance Co. because of its selfish stake in casualty and fire insurance that its "Smash the Seventh Column" campaign is designed to help win the war by calling attention to the vital importance of reducing accidents and fire, for illness and accidents lose far more man-hours than strikes or voluntary absenteeism.

**Reducing Dealer Mortality:** Many campaigns both in consumer and business magazines are specifically designed to help dealers stay in business. One good example is the "Appliance Restoration Plan" of the Proctor Electrical Co., while another is Studebaker's advertising for the express purpose of helping their dealers meet the many and difficult problems of war-time operations. Studebaker Corp. considers that its service objectives are of equal importance with public and patriotic aspects of their advertising.

**Contributions to the War Effort:** While "inform the public of your company's contribution to the war effort" ranks relatively high in the answers—a confirmation of what every

## Frequency of Mention of the 20 Advertising Purposes

| Rank                       | Purpose  | Number | Percent |
|----------------------------|--|--------|---------|
| 1                          | Preserve brand names for post-war sales  | 247    | 82      |
| 2                          | Improve and maintain dealer relations  | 197    | 65      |
| 3                          | Promote the sale of War Bonds  | 182    | 60      |
| 4                          | Improve public relations   | 167    | 55      |
| 5                          | Sell products today  | 153    | 51      |
| 6                          | Inform the public of your company's contribution to the war effort   | 126    | 42      |
| 7                          | Inform the public how to prolong the life of products that are either unavailable or highly limited  | 108    | 36      |
| 8                          | Cooperate with the War Advertising Council's campaigns (scrap, fat, black markets, etc.)   | 106    | 35      |
| 9                          | Guide public adjustment to such wartime conditions as rationing, shortages, poor service, etc.   | 97     | 32      |
| 10                         | Improve employe relations  | 80     | 27      |
| 11                         | Pave the way for new products that will not be available until after the war (television, electronics, airplanes, etc.)                    | 53     | 18      |
| 12                         | Promote America's "free enterprise" system   | 51     | 17      |
| 13                         | Secure service business for your dealers (automotive, radio, etc.)   | 50     | 17      |
| 14                         | Improve investor relations   | 43     | 14      |
| 15                         | Discourage needless buying and hoarding  | 43     | 14      |
| 16                         | Explain necessary wartime changes in quality, size, price, packaging of established brand  | 33     | 11      |
| 17                         | Influence legislative and bureaucratic decisions by laying your case before the public as well as the legislators and bureaucrats involved | 27     | 9       |
| 18                         | Promote a new uncurtailed product (soup mix, liquid stockings, etc.)   | 15     | 5       |
| 19                         | Inform the public how to prepare at home, substitutes for curtailed products (baked beans, canning companies, etc.)                        | 13     | 4       |
| 20                         | Promote a slightly lower or "ersatz" quality product as a substitute for a better one that has been restricted (mattresses, sheets, etc.)  | 5      | 2       |
| Total questionnaires       |  | 301    | 100*    |
| Total mentions             |  | 1,796  |         |
| Average number of mentions |  | 5.97   |         |

\*Percentages total to more than 100% because most of the advertisers checked several purposes.

TABLE 1.

## Frequency of Mention of Various Advertising Purposes by Industries

### INDUSTRY GROUP

| Advertising Purpose                 | Alcoholic Beverages |     | Automotive & Aviation |     | Gas, Oil, Tires, etc. (accessories) |     | Books, Paper Publishing |     | Food Trades |     | Misc. Industrial (inc. Housing) |     | Insurance & Financial |     | Consumer's Durable Goods |     | Medical & Toiletries |     | Transportation & Communication |     | Wearing Apparel |     | Not Stated |     |
|-------------------------------------|---------------------|-----|-----------------------|-----|-------------------------------------|-----|-------------------------|-----|-------------|-----|---------------------------------|-----|-----------------------|-----|--------------------------|-----|----------------------|-----|--------------------------------|-----|-----------------|-----|------------|-----|
|                                     | %                   | %   | %                     | %   | %                                   | %   | %                       | %   | %           | %   | %                               | %   | %                     | %   | %                        | %   | %                    | %   | %                              | %   | %               | %   | %          | %   |
| Sell products today                 | 56                  | 29  | 83                    | 67  | 74                                  | 43  | 64                      | 21  | 82          | —   | 44                              | 35  | —                     | —   | —                        | —   | —                    | —   | —                              | —   | —               | —   | —          | —   |
| Preserve brand names                | 96                  | 86  | 87                    | 53  | 90                                  | 77  | 45                      | 93  | 73          | 67  | 92                              | 72  | —                     | —   | —                        | —   | —                    | —   | —                              | —   | —               | —   | —          | —   |
| How to prolong the life of products | —                   | 64  | 83                    | 7   | 14                                  | 40  | —                       | 57  | 23          | 11  | 52                              | 44  | —                     | —   | —                        | —   | —                    | —   | —                              | —   | —               | —   | —          | —   |
| Promote a new uncurtailed product   | 4                   | —   | 4                     | —   | 14                                  | 4   | —                       | —   | —           | —   | —                               | —   | 18                    | —   | —                        | —   | —                    | —   | —                              | —   | —               | —   | —          | —   |
| Explain necessary wartime changes   | 8                   | —   | 4                     | 20  | 14                                  | 11  | 9                       | 5   | 9           | 44  | 19                              | 6   | —                     | —   | —                        | —   | —                    | —   | —                              | —   | —               | —   | —          | —   |
| Promote a lower-quality product     | —                   | 14  | 4                     | —   | —                                   | 2   | —                       | —   | —           | —   | —                               | —   | —                     | —   | —                        | —   | —                    | —   | —                              | —   | —               | —   | —          | —   |
| Public relations                    | 36                  | 86  | 74                    | 53  | 33                                  | 57  | 91                      | 67  | 32          | 89  | 48                              | 61  | —                     | —   | —                        | —   | —                    | —   | —                              | —   | —               | —   | —          | —   |
| Employee relations                  | 24                  | 36  | 48                    | —   | 12                                  | 36  | 45                      | 38  | 9           | 67  | 4                               | 22  | —                     | —   | —                        | —   | —                    | —   | —                              | —   | —               | —   | —          | —   |
| Investor relations                  | 4                   | 50  | 17                    | —   | 5                                   | 26  | 27                      | 14  | 14          | 33  | —                               | —   | —                     | —   | —                        | —   | —                    | —   | —                              | —   | —               | —   | —          | —   |
| Dealer relations                    | 52                  | 86  | 70                    | 73  | 64                                  | 60  | 36                      | 86  | 64          | 22  | 56                              | —   | —                     | —   | —                        | —   | —                    | —   | —                              | —   | —               | —   | —          | —   |
| Guide public adjustment             | 40                  | 21  | 39                    | 20  | 52                                  | 23  | 9                       | 26  | 27          | 100 | 33                              | 11  | —                     | —   | —                        | —   | —                    | —   | —                              | —   | —               | —   | —          | —   |
| Company's contribution to war       | 24                  | 86  | 39                    | 27  | 17                                  | 47  | 72                      | 64  | 27          | 89  | 22                              | 44  | —                     | —   | —                        | —   | —                    | —   | —                              | —   | —               | —   | —          | —   |
| Promote free enterprise             | 4                   | 7   | 30                    | 7   | 7                                   | 26  | 36                      | 12  | 9           | 55  | 19                              | 17  | —                     | —   | —                        | —   | —                    | —   | —                              | —   | —               | —   | —          | —   |
| Cooperate with the WAC              | 36                  | 29  | 65                    | 33  | 55                                  | 26  | 27                      | 21  | 36          | 89  | 11                              | 28  | —                     | —   | —                        | —   | —                    | —   | —                              | —   | —               | —   | —          | —   |
| Sale of War Bonds                   | 60                  | 79  | 83                    | 67  | 48                                  | 45  | 36                      | 67  | 77          | 78  | 70                              | 44  | —                     | —   | —                        | —   | —                    | —   | —                              | —   | —               | —   | —          | —   |
| Discourage needless buying          | 20                  | 7   | 13                    | 7   | 7                                   | 8   | 9                       | 10  | 9           | 22  | 56                              | 11  | —                     | —   | —                        | —   | —                    | —   | —                              | —   | —               | —   | —          | —   |
| Secure service business             | —                   | 21  | 83                    | 7   | —                                   | 8   | —                       | 43  | 9           | 11  | —                               | 11  | —                     | —   | —                        | —   | —                    | —   | —                              | —   | —               | —   | —          | —   |
| Pave way for post-war products      | —                   | 50  | 17                    | 7   | 48                                  | 32  | —                       | 40  | 5           | 11  | —                               | —   | —                     | —   | —                        | —   | —                    | —   | —                              | —   | —               | —   | —          | —   |
| Influence legislation               | 4                   | 14  | 4                     | 7   | 2                                   | 17  | 36                      | 2   | 14          | 33  | 4                               | —   | —                     | —   | —                        | —   | —                    | —   | —                              | —   | —               | —   | —          | —   |
| How to prepare substitutes at home  | 4                   | —   | 4                     | 7   | 17                                  | 2   | —                       | —   | —           | —   | —                               | —   | —                     | —   | —                        | —   | —                    | —   | —                              | —   | —               | —   | —          | —   |
| Total questionnaires                | 100                 | 100 | 100                   | 100 | 100                                 | 100 | 100                     | 100 | 100         | 100 | 100                             | 100 | 100                   | 100 | 100                      | 100 | 100                  | 100 | 100                            | 100 | 100             | 100 | 100        | 100 |
| Number of questionnaires            | 25                  | 14  | 23                    | 15  | 42                                  | 53  | 11                      | 42  | 22          | 9   | 27                              | 18  | —                     | —   | —                        | —   | —                    | —   | —                              | —   | —               | —   | —          | —   |

TABLE 2.

intelligent reader or listener has observed—many of the respondents in the survey were somewhat apologetic in commenting on that phase of their advertising. One of them said, "We suggest it, but rather half-heartedly, because we cannot sell ourselves on the fact that our products are going to win the war." Another said, "Yes, we do now, but we are going to get away from that angle."

Several advertisers use "contribution to the war effort" as an indirect means of selling post-war products. Keasbey & Mattison Co. ranks that as number 4 in its objectives, but it uses the wartime applications of asbestos materials to show what the public may expect in the future. . . . Bostitch has a somewhat similar slant—showing how the use of their products and methods in solving military fastening problems may point the way toward solving future peacetime fastening problems.

**Combating Foreign Competition:** Several companies which face intensive present and future foreign competition use the "company's contribution to the war effort" theme as an offensive weapon. The Elgin National

Watch Co., for example, stresses the fact that American watch makers are devoted nearly 100% to making devices for our armed forces, and inferentially strikes at its Swiss competition.

**Educating the Legislators:** While "influencing legislative and bureaucratic decisions by laying your cause before the public as well as the legislators and bureaucrats involved" ranks only 15th in relative importance, it is well toward the top in some companies, and is high in two industries—insurance and finance, and transportation and communication. As The White Motor Co. puts it, "an important aim of our advertising is to educate legislators and the general public to the contribution of truck users to the war effort and the need for their survival and development."

**We Want War Work:** One feature of the Continental Can Company's war-time campaign is its program for getting more war work. War restrictions cut into the company's normal business; hence, its main problem was to keep the plants busy and the sales organization intact. Through its in-

dustrial advertising it has steadily gone to prime contractors with a campaign which is exemplified by this headline from one of the ads "a company that made billions of metal units last year, is ready to do more war work."

**Sources of Supply:** A Columbus shoe manufacturer brings out an interesting objective with his comment "closer relations with our sources of supply—IMPORTANT now!"

**Manpower:** One of the country's leading paper manufacturers has found a way to help the Nation, while at the same time help itself, by using as its main advertising theme the better use of scarce manpower with the slogan, "paper multiplies manpower."

**The Families of Fighting Men:** In its new radio program E. R. Squibb & Sons presents an idea which it considers third in importance—the rendering of service to families of our fighting men by bringing them news of those fighters and the songs they are singing.

**Holding Trade Good-Will:** As compared with many industries the

beverage industry is coming through the war relatively unscathed, but it too has many product, packaging and delivery problems. A West Coast brewer puts as his main objective, "Trying to hold the good-will of trade under wartime conditions by explaining the manufacturer's problem."

**Restricted Deliveries:** Other brewers have that problem and also the one brought about by restricted deliveries. The Schaefer Brewing Co., for example, changed one of the questions to read, "explain necessary wartime changes in discontinuing territories and rationing available products." It is using large-size newspaper space in many cities to get over "a frank statement about a temporary shortage of Schaefer beer." . . . John F. Trommer, Inc., reports, "Because we are oversold,

advertising has a dual purpose: to protect our existing market and keep it sold on our brand." . . . The Adam Scheidt Brewing Co. is maintaining full advertising in all territories although shipping each territory on a quota basis—so as to keep its name and product before the public in future merchandising expansion.

**Begging People Not to Buy:** An increasingly large number of advertisers—such as the telephone and railroad companies—are using advertising in all forms of media to urge the public not to buy, or to buy sparingly, or to buy in such a way as to interfere at a minimum with the war effort, such as making telephone calls outside of hours when war businesses and soldiers do most of their talking, or to make necessary travel trips in the middle of

the week. As the war goes on, this type of advertising is likely to show further increases. In one August 25th New York newspaper there were five advertisements of this type.

When the full history of this war is written, advertising will have a long chapter. Not all of it will be complimentary. Advertising has been misused (although to a lesser extent than in peace-time) and much of it has been brutally selfish, with advertisers taking advantage of "blood and sweat and tears" to feather their own nests.

On net balance, however, advertising should come off very well in the war summary. More than ever before in our country's history, more than in any other country, American advertising has used its brains and its money to help a nation at war.

## Index of Relative Importance of Various Advertising Purposes

### INDUSTRY GROUP

| Rank                                    | All Respondents | Alcoholic Beverage | Automotive and Aviation | Gas, Oil, Tires and Accessories | Books, Paper and Publishing | Food Trades | Misc. Industrial (incl. housing) | Insurance Finance | Consumer Goods | Medical Toiletries | Transportation and Communication | Wearing Apparel | Not Stated |
|---|-----------------|--------------------|-------------------------|---------------------------------|-----------------------------|-------------|----------------------------------|-------------------|----------------|--------------------|----------------------------------|-----------------|------------|
| 1. Preserve brand names                 | 100             | 100                | 78                      | 100                             | 100                         | 100         | 100                              | 24                | 100            | 100                | 48                               | 100             | 100        |
| 2. Dealer relations                     | 57              | 56                 | 100                     | 54                              | 75                          | 39          | 44                               | 33                | —              | 45                 | 28                               | 57              | 49         |
| 3. Sell products today                  | 56              | 76                 | 22                      | 91                              | 100                         | 99          | 60                               | 42                | 18             | 89                 | —                                | 14              | 31         |
| 4. Company's contribution to war        | 51              | 15                 | 43                      | 22                              | 34                          | 9           | 45                               | 52                | 24             | 16                 | 60                               | 3               | 16         |
| 5. Public relations                     | 44              | 32                 | 20                      | 42                              | 39                          | 29          | 68                               | 100               | 29             | 34                 | 100                              | 17              | 66         |
| 6. Sale of War Bonds                    | 27              | 50                 | 14                      | 36                              | 45                          | 23          | 23                               | 17                | 15             | 40                 | 38                               | 15              | 20         |
| 7. How to prolong life of products      | 26              | 7                  | 20                      | 57                              | 9                           | 17          | 37                               | —                 | 35             | 7                  | —                                | 24              | 44         |
| 8. Guide public adjustment              | 25              | 52                 | 1                       | 11                              | 16                          | 39          | 7                                | 11                | 40             | 29                 | 65                               | 10              | 2          |
| 9. Cooperate with WAAC                  | 16              | 31                 | 1                       | 28                              | 32                          | 29          | 11                               | 9                 | 8              | 19                 | 8                                | 5               | 11         |
| 10. Pave way for post-war products      | 13              | —                  | 23                      | 9                               | —                           | 13          | 18                               | —                 | 23             | 2                  | —                                | 4               | 16         |
| 11. Employe relations                   | 12              | 30                 | 9                       | 11                              | —                           | 2           | 25                               | 6                 | 6              | 9                  | 18                               | —               | 28         |
| 12. Secure service business             | 11              | —                  | 5                       | 63                              | —                           | —           | 8                                | —                 | 18             | 7                  | 8                                | —               | 5          |
| 13. Promote free enterprise             | 10              | 7                  | 7                       | 17                              | 9                           | 2           | 19                               | 6                 | * <sup>†</sup> | 5                  | 25                               | 14              | 15         |
| 14. Explain necessary wartime changes   | 7               | 7                  | —                       | —                               | 11                          | 6           | 11                               | —                 | 5              | 4                  | 53                               | 58              | —          |
| 15.* Discourage needless buying         | 5               | 6                  | 6                       | 3                               | —                           | 4           | 1                                | 6                 | 1              | 2                  | 3                                | 17              | 7          |
| 15.* Influence legislation              | 5               | 5                  | 7                       | —                               | —                           | 3           | 8                                | 17                | * <sup>†</sup> | 7                  | 15                               | 1               | —          |
| 17.* Promote a new uncurtailed product  | 4               | 1                  | —                       | —                               | —                           | 15          | 3                                | —                 | —              | 15                 | —                                | —               | —          |
| 17.* Investor relations                 | 4               | 23                 | 2                       | —                               | —                           | —           | 3                                | 13                | 1              | 8                  | 10                               | —               | —          |
| 19.* How to prepare substitutes at home | 1               | —                  | —                       | —                               | —                           | 9           | —                                | —                 | —              | —                  | —                                | —               | —          |
| 19.* Promote a lower-quality product    | 1               | —                  | 2                       | 5                               | —                           | —           | 1                                | —                 | 1              | 2                  | —                                | 2               | —          |

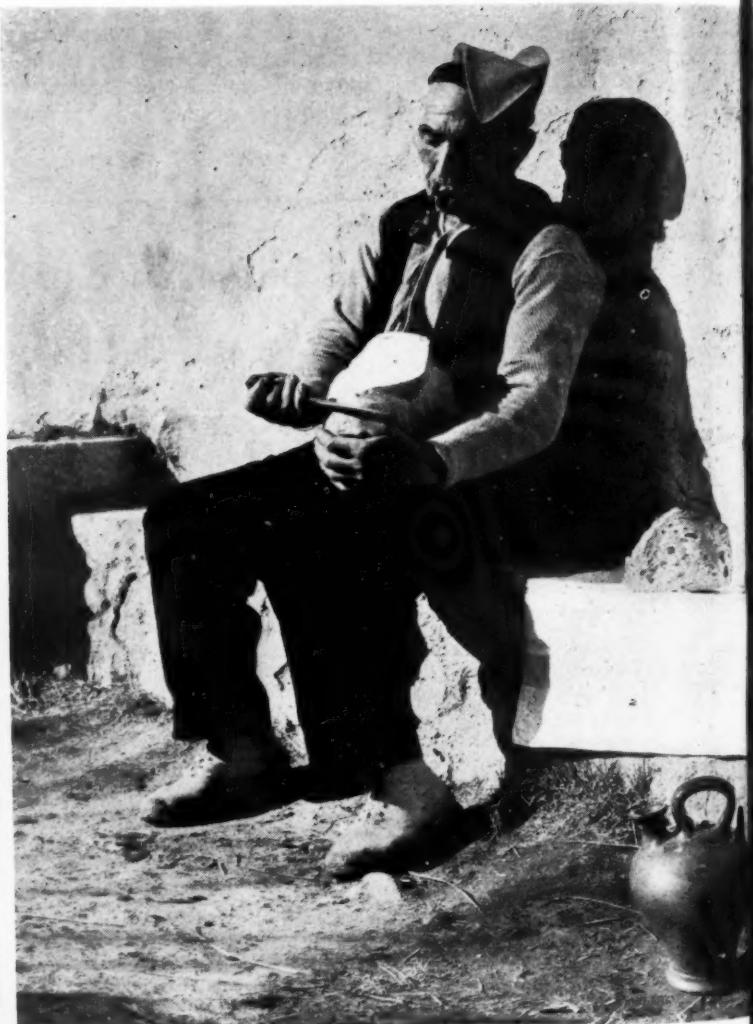
\*Ties

\*\*Choices weighted as follows:

|        |   |        |   |
|--------|---|--------|---|
| First  | 6 | Fourth | 5 |
| Second | 5 | Fifth  | 2 |
| Third  | 4 | Sixth  | 1 |

Top ranking choice in each industry group = 100

TABLE 3.



# Fabric House Wins Brand Identity With Dealers and Consumers

Through advertising and smart sales promotion, Arlington Mills have made the words "Arlingcrest" and "Naphthalated" synonymous with fabric quality to such an extent that their labels are carried after re-manufacture for their sales potency with consumers.

**F**IVE years ago Arlington Mills, Lawrence, Mass., took what was considered, in textile circles, to be a revolutionary step. This step was a program to establish identification of its worsted yarns and fabrics as made of "Naphthalated" wool, with the objective of obtaining consumer acceptance—and active promotion by dealers—of these products.

This objective has been attained to such a degree that the name "Naphthalated" is known to thousands of consumers, while dealers—contrary to usual practice—not only allow the Arlingcrest labels to remain on garments made of Naphthalated wool fabrics, but even proudly feature those

labels. Moreover, many advertisements placed by retailers and clothing manufacturers, mention, and even feature, the words *Arlingcrest* and *Naphthalated*.

This is no mean achievement, considering the reluctance originally displayed by clothing manufacturers to allow the names to be used in advertisements paid for by Arlington, which featured the manufacturers' products and only incidentally mentioned Naphthalated wool.

From 1865 to 1938, Arlington Mills had not sought consumer identification of its yarns and fabrics. When it was decided to abandon this policy five years ago, the company's advertis-

ing and merchandise counsel cast about for some distinctive characteristic of the products which would lend itself to be featured in an educational program. The company's exclusive system of cleansing wool in a series of naphtha baths seemed to be the answer. The name "Naphthalated" was coined to describe the process. In addition, for certain uses, the name, "Arlingcrest" was developed.

This process of cleansing wool fibers had been originated by Mrs. Ellen H. Richards, founder of the Home Economics Association, when she was professor of chemistry at Massachusetts Institute of Technology. It consists of three naphtha baths, followed by baths in clear, running water. According to the impartial *American Wool Handbook* (1938), "The chief advantages of the (Naphthalated Wool) Solvent Process are found in the superior working quality of tops and yarns, as well as in the strength and softness of the finished goods.

. . . In practice . . . difficulties of handling . . . high cost of installation and maintenance . . . have kept the process from being more generally adopted . . . in spite of its many advantages."

## Candid Camera Angles For Sales Promotion

Baby photographers lead a placid life, and other commercial photographers a mild one, compared to a photographer who specializes in pictures for sales promotion. Ace Williams, New York City photographer, is such a man. He has traveled over the world and back five times, toured our own country uncounted times, to photograph the "sales story" in action.

All of the pictures on the opposite page are the work of Mr. Williams. Each of them is an integral part of an important national sales promotion campaign. Each picture was photographed to tell a story.

Varied techniques and photographic mediums are used to reach different audiences. Sound movies, slide films, color, and black-and-whites, are adapted to fit the needs of the specific program.

1. For *Young America* magazine and Advertising Director George Rumage, Mr. Williams collaborated and produced an effective presentation for use at the prospect's desk. Accent of the promotion is on youth, and a series of candid photographs, taken in the classroom under actual teaching conditions, give a realistic air to the promotion.

2. Perhaps the most ambitious assignment for a sales story was given to Ace by the Long Foundation of Food Research of Chicago, who commissioned him to travel through more than 40 countries to film the story of the importance and place of bread in the world's diet.

3. "Mutual Takes You to the Heart of America" is the theme of a full-color slide presentation for Mutual Broadcasting System, under the direction of President Miller McClintock, and made in cooperation with several other photographers. Fifty-five slides made from a series of three-dimensional designs tell in an attention-gripping manner Mutual's story. A synchronized recording helps to lend change of pace and tempo to the full-color slide pictures.

4. Criterion Advertising is using photography to help to overcome the wartime problem faced by outdoor advertising. In the past, salesmen have taken prospects on a motor tour of locations. But war and gas rationing put an end to this. Criterion is now able with a full-color, candid slide presentation, to show the prospect, in his own office, the faithful color reproduction of the posting on location.

## Swims With the Tide

At the time when Arlington made the decision to seek consumer identification for the firm's products, the consumer movement was making itself felt in our economic system. Women, becoming keenly conscious of their power as the Nation's shoppers, were demanding information about all types of merchandise. "What's in it? . . . How will it wear? . . . How can it be taken care of?" . . . These questions they asked in forceful tones.

Some textile companies with products of which they could afford to be proud resented this new attitude of consumers. But Arlington, together with a number of other far-sighted firms, decided to swim with the tide—even though, at that time, the bulk of its output went into garments for men. As consumers, men never have been so belligerent as women, but statistics show that women greatly influence the purchase of men's apparel. Besides, there was no reason why Naphthalated wool worsteds should not be used in women's clothing—and to an increasing degree they are used.

Arlington's educational program

was custom-made for women's clubs, textile schools, classes in home economics, and all those who were so avidly seeking information about fabrics and clothing, with a view to becoming more intelligent purchasers. The company then began to bring out a series of charts and booklets, which graphically and convincingly provide a considerable body of information on the various processes entering into the preparation of worsted yarns and fabrics. The Naphthalating process was mentioned—sometimes briefly, but usually at great length—in this educational material. A description of the scouring process was included.

### Charts and Maps Are Used

One section of the material consisted of four "Balanced Quality Charts," dealing with the subjects of "Worsted Yarns—Fibers, Finishes, Fashions," "Medium Weight Worsted Suits," "Tropical Worsteds," and "Women's Wear Fabrics."

The chart on worsted yarns, for example, shows, by means of outline maps, the countries from which wool comes, with lines radiating to a photograph of a research worker in a testing laboratory; other lines, in turn, radiating from the photograph to captions telling the different characteristics for which tests are made—breaking strength, shrinkage, color-fastness, felting quality, absorbency, etc. Then, by means of a series of photographs, the various steps in the processing of the fiber are shown: sorting, naphthalating, carding, combing, drawing and blending, spinning. From the photograph of the spinning process, lines radiate to enlarged photographs of different types of knitted fabrics, such as brushed worsted rib knit, novelty knit, diagonal rib knit.

The only advertising shown on the

chart is two labels, one featuring Arlingcrest (100% Naphthalated Wool) and the other merely, "100% Naphthalated Wool," with a brief description of the Naphthalating process; and a group of photographs of garments (with the makers' own trade-names), and a caption stating that they are "Arlington-spun from 100% Naphthalated Wool."

The chart described above, since it deals with the processing of wool, naturally places emphasis on the Naphthalating process used by Arlington Mills. But other charts, covering other steps in the manufacturing of clothing, carry lesser mentions of this feature. One, covering the subject, "Building Balanced Quality in Medium Weight Worsted Suits," lists—in true "informative-selling" fashion—points to be observed in these garments. Under the heading, "Outside Story," we find ten itemized points, such as "Buttonholes—Hand-sewn with silk," "Reinforced Collar—Hand-felled smooth-fitting," "Trousers—Cut full-seated, good drape to avoid bagging."

### The Inside Story

Under the heading, "Inside Story," we find nine points, such as, "Coat Front—Shaped with pre-shrunk Hymo cloth, hand-basted. Linen tape edges," and "Armholes—Reinforced with strong tape. Shields." As an illustration for the features listed for the "Inside Story," there is an "X-Ray" drawing which shows the inner construction of the coat. There is a section on how to select a suit (according to one's figure, etc.) and one on caring for it after it has been bought. Again, the only advertising is in the mention of Naphthalated wool—"cleansed by naphtha" (no mention of the mill name), and the reproduction of several labels, including the

Arlingcrest, and Worstedtex (tradename of The House of Worstedtex, which uses worsted fabrics made by Arlington in certain lines of clothing it manufactures).

In addition to the charts, other educational literature was issued. There were brochures such as "Facts About Naphthalated Wool," which describes the Naphthalating process in considerable detail, with illustrations; and which also contains illustrations of clothing for men, women and children, carrying the Naphthalated Wool identification. Among these are the "Scotty Kote," made by Roper Knitting Co., Inc.; and the "Wilkes" Swim Trunk, made by Gantner & Mattern Co. On the inside back cover of the booklet are reproductions of labels, some of them Arlingcrest (Arlington's own coined trade-name), and some of them labels of other manufacturers who have adopted the practice of using the word *Naphthalated* on labels and in their advertising.

Another booklet, called "Life Insurance for Your Wool Worsteds," is packed full of valuable information on taking care of worsted garments—from how to put on and remove a coat and trousers, to how to hang them up. In between are pointers on brushing, removing spots, washing, mending, etc. This booklet is written in easy-to-understand language and is amusingly illustrated. It has had wide distribution among educators, consumers and the sales staffs of retail stores.

### Stores Use Educational Aids

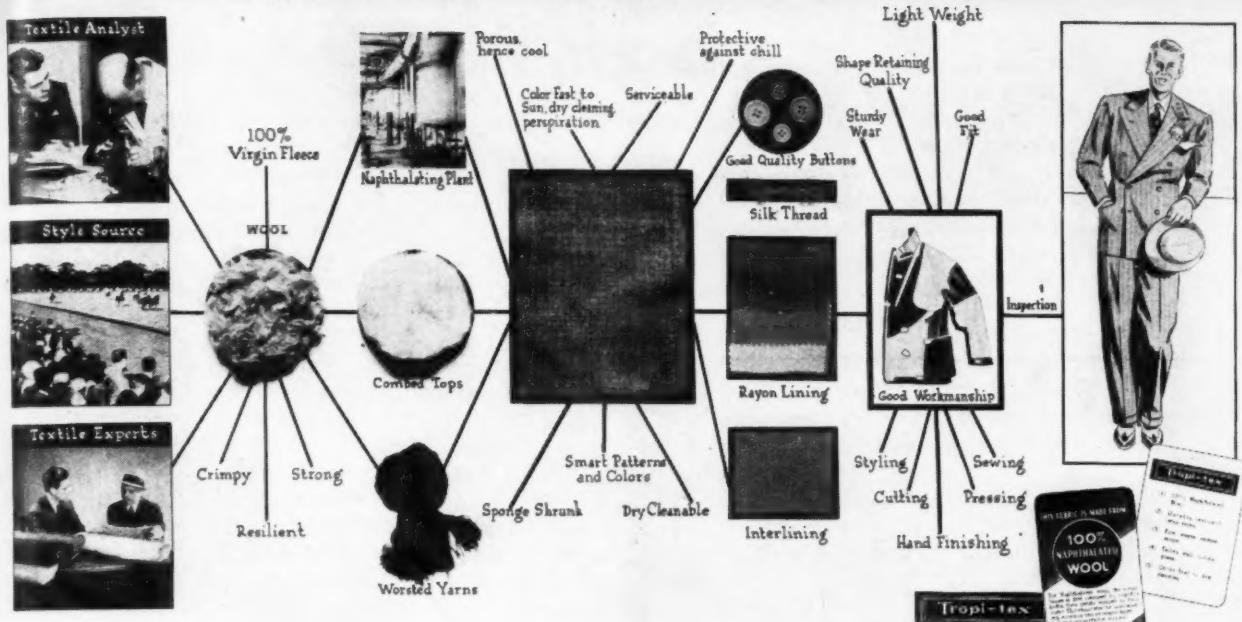
Though the charts were designed for classroom and lecture use, the same qualities that made them legible from a distance, and that gave them high attention-winning value, made them useful to retailers for sales-training and display purposes. As a result, many stores requested them and used them for tie-in window and interior displays, extending strings from items mentioned on these charts to actual garments, designating the desirable qualities mentioned. Arlington's representatives helped this trend along by notifying dealers of meetings at which the company's educational helps were to be studied, so that they could take advantage of the resultant interest in Naphthalated Wool fabrics.

Meanwhile, the company had begun its consumer advertising campaign. First step in this program was the insertion of an advertisement in *Esquire*, telling of the *Naphthalated Wool* process and mentioning the fact that Tropi-tex Suits for men were made of Naphthalated Wool tropical worsteds. The House of Worstedtex at first was doubtful about the value of this as-



Directed to dealers' desks is this montage of "buying guide" tags and labels. Says Arlington Mills: "A manufacturer making good fabrics is proud to give you authentic information on tag or label. You do not need to buy blindly if you will look for informative identification. . . . These will help you to identify worsted garments of dependable quality."

# BUILDING BALANCED QUALITY in Men's and Boys' Worsted Suits



BALANCED QUALITY CHART III

Copyright 1942 by TEXTILES EDUCATION BUREAU, A Department of the Byron G. Moon Company, Inc., 401 Broadway, New York, N.Y.

**ARLINGTON ANSWERS THE CONSUMER MOVEMENT, TOO:** Supplementing its dealer-educational program, Arlington answers the call of the women's clubs, textile schools, classes in home economics, and all those who are so avidly seeking information about fabrics and clothing. This chart is but one of a group which graphically and convincingly provides information on the various processes—including the preparation of worsted yarns. Only advertising on the chart: the three labels featuring Tropi-tex, 100% Naphthalated Wool.

sociation. The extent of that firm's conversion is indicated by the fact that it now regularly mentions Naphthalated Wool in its consumer advertising.

Equally gratifying has been the action of retailers, dozens of whom have adopted the custom of mentioning Naphthalated Wool in their local advertising. Many stores have also used blow-ups of Arlington ads in their window displays.

### Asks Dealers to Cooperate

The most recent in the long line of advertising booklets published by Arlington is addressed to dealers. On coated stock, with covers in two colors, this booklet is as handsome as those addressed to consumers. Its title is "The Advantages of NAPHTHALATED WOOL in Building Your POST-WAR SALES VOLUME." Attractively illustrated, it presents with a new series of photographs and supporting text the oft-told story of the Naphthalating process; lists items now available which are made of wool so cleansed; and reminds dealers of the advantages of capitalizing on the investment the company is making in order to win goodwill and increased sales for Naph-

thalated Wool merchandise.

The booklet lists the twelve national magazines (with readership totaling 59,528,000) in which the product is being advertised. It also shows, in four pages of montage layout, typical advertisements for an extensive line of garments. One-half page is devoted to reproductions of labels—the company's own, and those of other firms incorporating the words "Arlingcrest" and/or "Naphthalated Wool" on their labels. Another two pages are devoted to montage reproductions of dozens of instances of editorial treatment (chiefly photographic) on fashion pages of newspapers, of garments made of Naphthalated Wool worsteds. A list of more than 200 cities, in whose newspapers such articles have appeared, accompanies the illustrations. Another page is devoted to pictures showing the celebration upon the occasion of the award of the Army-Navy "E" to Arlington Mills.

The educational activities of Arlington Mills were formerly handled by Textiles Education Bureau, a department of the Byron G. Moon Co., Inc., New York City. Wesley Associates, also of New York City, is now handling Arlington's advertising and merchandising activities.

From 1865 to 1938, Arlington Mills got along very nicely, relying solely upon quality and service to create a demand for its products. But in this era, quality alone is scarcely enough. To be sure of keeping its workers and production facilities busy, this company needed (so its management believed) to take the public into its confidence—to make the public know what special high-quality characteristics it had to offer, and to make it want those characteristics enough to demand them. This the firm has done, continuing its activities along this line despite the war.

### Public Taken into Confidence

"The fleeces of 40,000 sheep each working day pass through the Arlington Mills' Naphthalating Plant." So Arlington advertises—and it might add, "We cannot afford to let these fleeces pile up; we must process them and turn them into yarns and into cloth." And, by the same token, the cloth must be made up into garments, and the garments must be sold. Arlington is seeing to it that the garments are sold, and is building good-will for its products, with manufacturers, retailers and consumers.

# Campaigns and Marketing

## Ersatz a Flop

Never in the history of the American food industry has any bubble ever burst with quite the bang of the "stretcher" boom. Stretchers and so-called extenders floated over the food horizon soon after the rationing orders went into effect. Manufacturers popped into the field with alacrity. Storekeepers and home-owners alike, looking into the future, became frightened. For a time there was feverish stocking up and the producers had difficulty in filling orders.

Coffee stretchers, especially, got a big play. There were meat extenders, egg stretchers and all such. It looked like something enormous. But as people managed to eat, the interest died down.

"I have three types of stretchers in stock and haven't sold a package in months," a small town merchant told a writer for SM. "I'm stuck."

"I know one merchant who has about 350 cases in stock, and he isn't able to move a package," a food distributor remarked.

"The American people just won't accept substitutes," said another.

"Coffee warehouses as a rule are well filled, many of them to the bursting point, now that the U-Boat menace has been licked," a coffee importer remarked. "The coffee stretcher thing never had us worried much. Now we are not bothered at all. It's all over."

"The very names, 'stretchers' and 'extenders,' damned the products," a representative of a well known food house remarked. "They indicated substitutions, something not quite according to Hoyle. Ersatz foods are still under suspicion in the United States. The whole scheme is petering out."

Gone with the wind.

## Tomorrow's Home Is Here

National Gypsum Co. doesn't believe in wizards. It pooh-poohs this talk about miracle homes after the war. "We don't think, either, that the home of the future will be sold through the corner grocery store. There will be improved homes—yes—greatly improved—but they'll be houses built with standard materials supplied by the local building material dealer."

This post-war preview is part of a statement with which the company recently assured dealers that the 100% dealer policy, which helped National Gypsum develop from a one-plant organization to a leader in the building materials field with 21 plants, will

continue as the framework of its selling operations. At the same time, M. H. Baker, president, called their attention to the fall advertising campaign which the company is running in national news magazines, farm papers, and business papers in the construction and architectural fields. "As you read these ads you'll discover they're your ads, too, because every one refers the reader to 'the Gold Bond dealer'."

Each ad in the consumer series features a particular Gold Bond product—rock wool, Sunflex Deluxe paint, fireproof sheathing, acoustical materials, insulation board, and so forth. Copy informs readers that while some of these products are being taken to meet war production and military needs, many of the 150 Gold Bond items are still available, and all will contribute to better post-war living.

Monthly ads in the farm papers play up Gold Bond building boards as the answer to the lumber scarcity. They also offer free plans for farm buildings. Building boards, to save lumber and speed construction, are likewise constantly stressed in the copy directed to contractors and builders, though it also serves to keep these men posted on what's new in the Gold Bond line. And, war or no war, the company continues to advertise Gold Bond products to the architect, "the man who specifies millions of dollars' worth of building materials year after year . . . who is still very much in the building picture, and will continue to be there."

Proofs of these ads, together with illustrations of dealer helps, were presented to the dealers, in a portfolio, by company representatives, who will help to establish each dealer as the headquarters for building materials in his territory.

## Just a Pipe Dream

It begins to look as though people who eyed the progress of Big Inch with the idea that it would be a horn of plenty with one end in the oil fields and the other in their gasoline tank, were indulging in a pipe dream. Eastern motorists got their first shock in the so-called lifting of the ban on pleasure driving. This was followed by the disclosure that completion of the new oil line has resulted thus far in a reduced flow of oil to the eastern area. Tidewater Associated Oil Company's newspaper copy, appearing when OPA called off its sleuths, could reasonably be expected to halt, partially at least, the chemistry of public reaction — keep disappointment and suspicion from developing into deliberate disregard of official warnings.

The ads, 1000- and 748-line insertions, ran in 160 newspapers in 144 eastern cities. Dramatizing the prime function of Big Inch with the headline, "The World's Largest Gun—and it's trained on Hitler!", they point out that the steel tube brings in only 20% of the oil previously delivered by tankers, that every drop of this supply is needed for bare necessities, and the ads suggest the steps consumers should take to prevent leaks in this life line.

First thing consumers were urged to do was to correct the idea that Big Inch will create a surplus of gasoline.

## Today Is Axis Pay-Day— Are We Square With Them?

The Axis has a lot to be paid for  
Let's bury them in bonds



### It's EASY to Buy BONDS

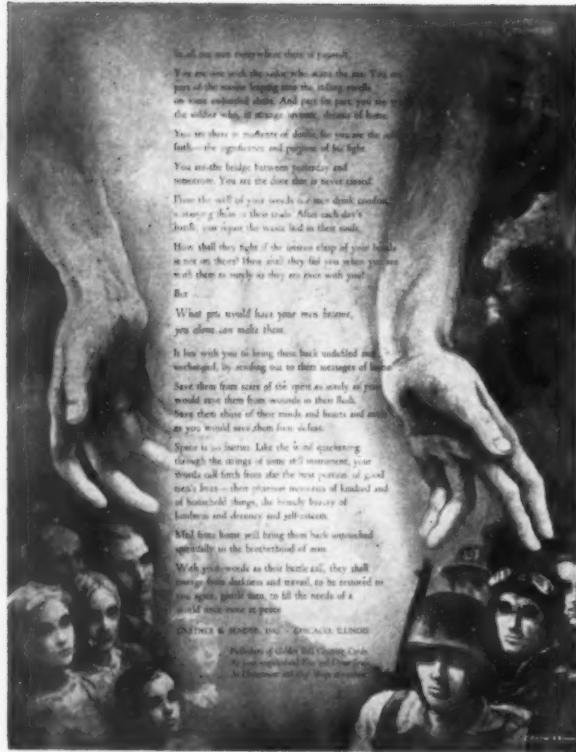
You don't have to go to the bank to buy bonds. You can buy them right here in your newspaper. Just fill out the coupon below and mail it to your bank. Then you'll be helping to pay off the Axis.

It's EASY to Buy Bonds—anytime, anyplace.

It's EASY to Buy Bonds—anytime, anyplace

# man Excellence





This full-page ad, in August 30 *Life*, is the second in a series by Gartner & Bender, publishers of Golden Bell greeting cards. Like its predecessor, it stresses the spiritual value of mail from home in the lives of fighting men. "Mail from home will bring them back untouched spiritually... they shall emerge from darkness and travail, to be restored to you again, gentle men . . ." Placed through Reiss Advertising, New York City.

They were also advised to have their cars checked for efficient operation and to prepare for winter by insulating their houses now, having their oil burners overhauled and adjusted, and by planning a rearrangement of their homes to permit closing off infrequently used rooms. The ads also featured the slogan of the Third War Loan drive.

### Renault Tells Why

L. N. Renault & Sons, Inc., used large space in business papers to tell wine and liquor retailers *why* they are starting an extensive ad campaign in sixteen national and class magazines now, when the shortage of champagnes and wines has created a seller's market and the public will take anything that's offered, with little concern for quality.

Renault, copy explains, is taking the long-range viewpoint. The current indifference to brand names is only a passing wartime phase. Some day consumers again will show fine discrimination in their choice of wines, and when that day arrives, Renault wants to have a backlog of quality buyers. The company's products "have been known to discriminating buyers for almost three-quarters of a century. We expect them to be known for centuries to come."

Of course, this viewpoint does not exclude present selling opportunities. Dealers who might happen to be well stocked with the winery's products were assured that the new campaign would do a job for them now by helping them sell those products to their

better-class clientele at profitable prices.

Besides national consumer advertising, Renault will continue its three-a-week program over WOR, and will run consistent advertising in business papers. Gray & Rogers, Philadelphia agency, are placing the account.

### A War Reversal

All car and bus cards in The Lansdowne Reserve Distillery's campaign are literally being turned over to War Bond promotion for at least two weeks during this month. The theme of the campaign is, "Enjoy a Man's Whiskey," and the cards feature an angler admiringly holding up a bottle of Lansdowne Reserve. On the reverse side the picture is repeated, with several changes in the properties. The fisherman's pose is the same, the same appreciation is evident in his grin, but a War Bond has replaced the Lansdowne product, and the theme has been altered to read: "A Man's Duty," and the message, "Buy War Bonds," has been substituted for the brand name on the poster board in the background. By simply reversing the cards, Lansdowne converts its transportation advertising to support of the Third War Bond drive.

Additional media in the regular campaign include two-sheet station and subway posters throughout the New York area, 24-sheet posters and painted boards in Wilmington, Baltimore and Washington, and 3000-line ads in ten newspapers.

Henry J. Kaufman, Advertising, Washington, D. C., is the agency.

### Help Wanted

The Timken Roller Bearing Co., using newspaper ads in Canton, Ohio, a plant city, features case histories of new workers who have taken wartime jobs in the Timken plant, in an aggressive plea for more help. One ad spotlights a former office manager who became a helper on one of the company's steel smelting furnaces; another tells the story of a childless married woman, aged 50, who switched from the role of housewife to that of chrome-plater of roller bearing parts; still another salutes an employee who was reluctant to give up his regular job and who solved the problem by arranging a part-time schedule for that job and a full-time shift with Timken. All the ads urge persons not engaged in an essential industry to apply for one of the "good paying jobs waiting at Timken's" at the company's office or the U. S. Employment Service.

Full-page newspaper copy was used to kill a wrong impression about future operations in the Higgins Micheaud plant resulting from unfortunate timing in two War Department announcements. The first stated that all contracts for construction of wooden planes had been dropped; the second, that Higgins had been awarded a contract to build all-metal planes. In between the two ads, news stories had reported the cancellation, with the result that before the new contract became known, Higgins' workers were talking about possible lay-offs, and many applicants for jobs decided their services were no longer required. Higgins blazoned the truth across a full page with the headline, "Switch from wooden to metal planes means more work than ever." "Be assured," copy read, "that this switch . . . means more immediate production. There will be no lay-offs. Instead this new contract far exceeds the old. . . . Additional facilities are being installed! Even more thousands of workers will be needed."

Since November, 1942, Pond's Cold Cream ads have featured engaged girls with war jobs. In the October issues of national magazines the suggestion contained in this theme will be more sharply pointed, will appeal to women to follow the example of the girls shown in the Pond ads. Copy will remind them that "any job that frees a man is a war job," and will urge: "Find yours today." Further answering the call of the War Advertising Council, all Pond ads for the rest of the year will carry a panel stressing the need of more women in war jobs. J. Walter Thompson Co., New York City, is the advertising agency.

# He's into his second million

## (IN BONDS)

Fred Kirby is back home—on WBT.

On a hot July afternoon in 1929, a kid with a three-dollar guitar walked into a small Carolina radio station...sang the only two songs he knew—and got a weekly program.

Four years later, a seasoned star, he "graduated" to WBT...and became the South's favorite singer of cowboy ballads. One of the most melody-rich, happy-go-lucky, colorful voices in radio.

The wanderlust. Cincinnati. Chicago. He wound up at KMOX—Columbia's station in St. Louis—in time to achieve national distinction for selling *almost a million dollars* worth of war bonds. The Chamber of Commerce gave him a banquet, a plaque, and the title of *Victory Cow-*

*boy*. Secretary Morgenthau followed with a special Citation of Merit.

July 19, 1943—14 years to the day since he first faced a microphone—Fred Kirby returned to WBT, to sing his way toward another million dollars worth of bonds among "home folks."

He's appearing regularly with WBT's fabulous *Briarhoppers*—rating 21.7—and on the CBS *Dixie Jamboree*—rating 22.4. Now he has his own show, Monday through Friday, 10:15-10:30 a.m.

He's available. Ask us or Radio Sales.



Represented by Radio Sales,  
the SPOT Broadcasting Division of CBS



# The Bureau of Foreign and Domestic Commerce—How It Can Help You

This is the second of a series of articles on the U. S. Department of Commerce in which **SALES MANAGEMENT** conducts readers on a Cook's tour through the Bureau of Foreign and Domestic Commerce. In the September 1 issue we presented a general summary of Bureau functions, and a detailed review of the work of the Division of Regional Economy. Herewith is the story of

## The Division of Commercial And Economic Information

BY A. R. HAHN  
*Managing Editor, SALES MANAGEMENT*

**“W**HAT is the latest material you have on plastics?"

"Can you give me instructions on how goods should be packed for export?"

"Where can I obtain information on the number of manufacturing plants, hotels, hospitals, schools and office buildings in Newark, Irvington, Orange, and East Orange, New Jersey?"

"What data are available on quick-frozen goods and lockers—their numbers and locations?"

"We expect to establish a branch house in Kansas City, to be staffed with people to be moved there from San Antonio and Tulsa. How do living costs in Kansas City compare with living costs in the other two centers? We want to make fair adjustments in compensation."

These are typical inquiries pulled out of the current correspondence clearing through the Division of Commercial and Economic Information. This office is the Grand Central Station of correspondence between business and the Bureau of Foreign and Domestic Commerce in Washington. If we were to analyze several bales of its mail in one fortnight's time, we would emerge with a fine composite picture of the quandaries befuddling the average business man, and a fair forecast of the direction the trade winds will be blowing a year or two hence.

The business of this division is to edit, clear and produce all publications of the Bureau, and to pump into the arteries of business a steady stream

of intelligence to aid in the maintenance of profitable trade.

The first function centers in a Publications Unit. The second, in two sections operating under a Commer-

cial Intelligence Unit: The Foreign Sales Section and the Inquiry and Reference Section; the third, in the Trade Association Unit.

If you are an exporter, or if your post-war plans call for exploration of foreign markets, the services available to you\* through the Foreign Sales Section—and through the Division of International Economy to be discussed later in these articles—are indispensable.\*\*

The master center of all operations on Foreign Trade is the "World Trade Directory": a compilation of 700,000 foreign companies classified by country and commodity and ar-

\*You must qualify, however — 50% or more of the stock in your company must be held by American citizens.

\*\*A related program of special interest is one developing in the Division of Industrial Economy, calling for a series of reports on industrial wartime developments in various foreign countries which will affect post-war trade.

### DEPARTMENT OF COMMERCE BUREAU OF FOREIGN AND DOMESTIC COMMERCE

DIVISION OF COMMERCIAL  
AND ECONOMIC INFORMATION

E. E. Schnellbacher, Chief

#### OBJECTS AND FUNCTIONS OF THE DIVISION

Compiles information leading to the development of new foreign business; supplies American exporters and importers with essential factual information on foreign buyers and distributors, including an analysis of their sales experience and technique, providing new business leads by coordinating the dissemination of inquiries received from abroad for American goods; and supplies information for the preparation of the Proclaimed List of Blocked Nationals under Proclamation of the President promulgated July 17, 1941, to aid in the control of certain exports, and the confidential list of undesirable consignees; keeps business, and those serving business, informed of plans for and the results of current business research by Government and private agencies; maintains extensive reference files containing information on foreign firms and on business and economic conditions throughout the commercial world; serves as a Government center for information concerning the cooperative efforts of business and professional groups as exemplified by trade and professional associations; edits all periodicals, services, and reports prepared in the Bureau, prepares addresses and supervises the preparation of special articles for business papers; develops plans for the distribution of Bureau publications; acts as liaison between the Bureau and the Government Printing Office and other Governmental agencies in the field of publication distribution as well as conducting distribution of processed publications; prepares manuscripts for the Government Printing Office, and makes estimates of costs, maintains cost records and supervises production of all Bureau publications and duplicated material.

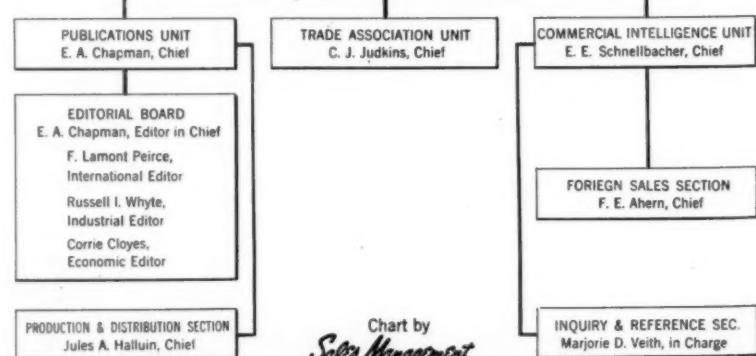


Chart by  
*Sales Management*



OUT WHERE THE

# "ESTS" Begin...

Statistics can be stupefying things.

But not when they add up to those good words that end in "EST"—biggest, best, highest, richest and, most cheerful in these trying times, steadiest.

R & T Iowa's "ESTS" mark a sales manager's dream. One of America's twenty top retail markets stabilized on the steadiest sources of income in the nation . . . an urban paradise where money is spent with speed, where merchants, wholesalers and manufacturers reap a rich harvest.

No sudden Armistice can kick out the props that hold up the R & T Iowa supermarket—its war contracts are less than its farm income, the highest in the country . . . less than the wealth created each year from the richest land in the world . . . wealth that keeps Iowa cash registers clicking as it pours through R & T Iowa cities and towns.

The R & T Iowa market is bounded by printed pages whose readers are sales prospects that count. They have faith in the paper which has kept faith with them since 1856. They rely on it for news of people and news of products.

Today R & T Iowa is one of America's 20 best urban markets. For the duration and in the postwar period, it is likely to be the steadiest market of all. Alert sales management is making sure of sales in postwar tomorrow by campaigning in R & T Iowa today.



If R & T Iowa isn't in your top 20 urban markets, someone has missed the surest postwar bet.

**R & T IOWA**  
*A STATE-WIDE URBAN MARKET . . . COVERED  
BY A STATE-READ PAPER . . . THE DES MOINES  
register & Tribune*

CULTIVATE IOWA TODAY . . . FOR CULTIVATING IOWA PAYS ALWAYS

SEPTEMBER 15, 1943

[33]



As full of energy as a terrier—and as willing to scrap for a cause, Emil St. Elmo Schnellbacher exuberantly discharges his varied responsibilities as Answer Man for the Bureau of Foreign and Domestic Commerce. His title calls him chief of the Division of Commercial and Economic Information.

As a youngster "Schnell" got an early start on a varied career by delivering newspapers, acting as a telegraph messenger and "ham" operator. He was born in Illinois. He was graduated from the University of Illinois in 1923, later took his LL.B. degree at Georgetown.

For two years Mr. Schnellbacher hung his hat in the offices of the United Foundry Co., Quincy, Illinois, where he had a hand in purchasing and shipping; at intervals he brushed up a technique as iron molder and coremaker. Then, in 1924, he came to Washington to enter the Commercial Intelligence Division. He's been there ever since.

Schnellbacher has authored two books, "Credit and Payment Terms in Foreign Countries," and "Foreign Selling Outlets, Their Selection and Standing," has turned out reams of magazine material on foreign credit and distribution problems.

By way of a hobby, the Bureau Information Chief serves as Chairman of the Troop Committee of Troop No. 4 of the Washington, D. C., Boy Scouts of America, a hobby he pursues with all the ardency of a Brooklyn baseball fan. With him in the photo, his favorite Scout, son Emil.



ranged according to the various types of selling outlets. During the war it serves as a control for the State Department, the Coordinator of Inter-American Affairs and the Office of Economic Warfare over the famous "Black List." (Its formal title: "The Proclaimed List of Certain Blocked Nationals.") Black-listed companies are those who, by reason of their political affiliations and sympathies,

are arbitrarily cut off from all trade with the United States. Incidentally, there are "shades" of blackness.

The object of the trade list is to provide American exporters with accurate information on the channels of merchandise distribution existing in every foreign country in the world, and to present that information in usable form. Listings are specific. Major commodities are broken down into specific classifications and sub-classifications to make the lists valuable to manufacturers and exporters of specialized merchandise. Similarly, lists of overseas sources are compiled for importers. These are classified by types of essential raw materials and other basic commodities, and names of foreign producers and exporters are made available on the same basis as lists of foreign buyers and agents.

### How to Use the Service

Here, briefly, is the procedure for using the service.

Let's say you have an inquiry from Gonzales & Co., a firm in Buenos Aires, Argentina, that expresses interest in handling your electric refrigerators there. You request, either from your regional office or from the Foreign Sales Section, a "World Trade Directory Report" on that company. (Cost: \$1.00). That report is standard in form (Form 26—Revised). It presents an unbiased description of the Argentine firm, based on current information gathered by members of the American consular service in Argentina—men who are fully familiar with local conditions and business standards.

It shows, among a score of other important details, the character of the merchandise handled by the company, what other American lines (and by whom manufactured) they carry, financial basis on which they operate, the territory covered, capitalization, relative size, language of correspondence preferred, and data on their general reputation.

With this information before him, any company executive can exercise intelligent judgment as to whether he wants to move toward setting up a business relationship.

Let's approach an exporting problem from another angle. Suppose you, in peace times a manufacturer of electric refrigerators, have heretofore sold only to the domestic market. You decide to look about for some foreign business, to seek in the post-war period. You've heard that Argentina has been buying American electric refrigerating units. You ask Commerce for the facts. For a relatively big market like Argentina, and a relatively impor-

tant classification of products like electric appliances, they can give you astonishingly detailed information.

When all the data are assembled, you have a market picture, which, boiled down, looks like this:<sup>\*</sup>

**Basic Market Factors:** Estimated population, 1940, 13,320,641. 85% European ancestry. Biggest cities: Buenos Aires, pop. 2,385,959; Rosario, 516,668; Cordoba, 273,852; La Plata, 199,904. Climate, widely diversified because country extends 2,300 miles from north to south. Buenos Aires latitude same as Little Rock, Ark., temperature range 30-97° F., sometimes with high humidity. Language: Spanish. (Should be used for all correspondence, literature, catalogs, and price lists.)

**Present Size of Electric Refrigerator Market, Trends:** As of 1940, there were about 35,000 units in use in Argentina, two-thirds of which were installed in Buenos Aires and vicinity. Annual sales volume running 7,500 to 8,000 units. Most recent figures show faster rate of sales gain in other centers, such as Rosario, Cordoba, Tucuman, Mendoza, Santa Fe.

**Who gets the business?** American firms predominate. At least 90% of the sales are accounted for by 4 leading lines, 3 of which are sold under American trade names; the fourth selling under the name "S.I.A.M. de Tella," is a domestic brand using American parts. The remainder of the business is scattered among 4 or 5 other brands, mostly American. Germany got a thin slice of the pre-war business.

**Legal Angles:** Argentine exchange control policy prevents shipment into country of complete units. All electric refrigerators sold there since 1939 have been assembled within the country. . . . Metric system of weights and measures required by law. Products shipped in from U. S. must be graduated, marked and declared in accordance with that system. American firms should get trade-marks and/or patents registered locally for protection.

**Models, Prices, Terms:** The single-door 4-cubic-foot size refrigerator accounts for  $\frac{2}{3}$  of all units sold. The 5 ft. size is next in popularity. From 40 to 50% of all sales are on instalment. Terms in Buenos Aires are 10% down and balance in 36 equal monthly payments. A schedule is supplied showing latest prices quoted in gold pesos, with terms, on four leading brands.

**Electric Current:** Argentina has about 1,000,000 wired homes, 590,000 of which are in Buenos Aires and vicinity. Practically all household current 50 cycles alternating, 220 volts. Electric rates vary; in Buenos Aires the monthly bill for a 5-room house using 25KWH would be about 2.00 gold pesos, or \$1.04 in U. S. money. Schedule applies to all types of

\*Naturally few electric refrigerators are being sold anywhere today. These data present facts which reflect the situation before the Americas became involved in the war. Basically they represent what a firm in a given field has to know before an intelligent post-war market approach can be made. The Department of Commerce is keeping information on many phases of trade in most of the Latin-American countries up to date as the war progresses. Information from countries occupied by the Axis will, naturally, have to be brought up to date when we once more establish diplomatic representation.

Unmatched setting for advertising in

# parade

with leadership in readership among all magazine sections!



"WILL WOMEN go back to the kitchen after the war—or keep their jobs and independence?"



THAT QUESTION stands very high in Parade's continuous surveys of public interests. So the Parade pre-editing technique was applied to it.



A DETAILED scenario is the first step—every picture planned for composition, positions, even facial expressions.



THEN THE FEATURE is cast for types—as scrupulously as Hollywood casts.



PARADE EDITORS in New York know in advance just what they will get—nothing left to chance, nothing wasted.



FAST, terse captions synchronize with photographs—giving Parade readers picture-stories that leap off Parade pages. Next month: More readership secrets!

# parade

Akron Beacon Journal  
Bridgeport Sunday Post  
Denver Rocky Mountain News  
New Bedford Standard Times  
Portland (Me.) Sunday Telegram  
Syracuse Herald-American  
Youngstown Vindicator  
Jacksonville Florida Times Union

Total Circulation - 2,000,000

Chicago Sun  
Detroit Free Press  
El Paso Times  
Nashville Tennessean  
Newark Star Ledger  
Toledo Times  
Washington Post

current consumption except electric ranges and storage water heaters.

**Distribution & Merchandising:** There are three major types of outlets for electric equipment and appliances: Local branches of internationally known electrical manufacturers, the electric power companies, and the independent importers and wholesalers. Power companies account for most of the retail sales. Buenos Aires dominates as a distribution center.

Some large manufacturers of American, German, British, Swedish and other nationalities maintain branches in Buenos Aires and engage in importing, wholesaling and retailing functions, in addition to a small amount of domestic manufacturing activity. In addition to selling their own lines, some of them also act as selling

agents for other non-competitive lines, including machinery. Besides selling some of their products through the power companies in outlying areas, they also maintain their own distributing agencies throughout the Republic.

**Sales Promotion & Advertising:** Our Commerce reports tell us, "The factor of advertising, especially in a field where individual brands of products may be unknown, is a very important one in this market. . . . Sales promotion methods follow closely those used in the United States."

**Summary of Outlook:** "It is difficult to successfully introduce a new line, owing to the strong sales and service facilities as well as long credit terms offered by

the four firms that dominate the market. Although there is less emphasis in Argentina on cold food and drinks, and household food requirements are purchased more on a day to day basis, the great convenience and sanitation of electric refrigeration is fully realized. Another reason for the growing acceptance of electric refrigerators has been the large scale construction of modern apartment houses in recent years, practically all of which have been equipped."

A pretty specific market picture, isn't it? And your Department of Commerce has it for you.

You may, if you are a tyro at the business of trading overseas, expect international trade authorities in Commerce to warn you that the building of such markets is a slow, painstaking, long-range job, requiring careful ground work and specialized supervision and cultivation. They will demonstrate to you that the market picture for any one product will show wide-swing variations from country to country, even between countries in the same continent and within the same climatic range. To impress upon you the necessity for careful study of local habits and customs which affect market potentialities they may, by way of example, take you, the refrigerator maker, to Nicaragua.

#### A Few Market Pictures

Sales potential for electric refrigerators in Nicaragua are almost nil. The reason: Food buying habits. Servants are sent to market each day to buy perishable foods and the practice of buying in quantity as an economy measure is unknown. The population lives in tropical heat, but they have nothing that could be described as a passion akin to ours for iced tea, iced coffee, ades, colas, and highballs. In 1939 there were only \$20,629 worth of electric refrigerators sold in Nicaragua, but of that, the U. S. got nearly all the business.

Or let's hop over to Egypt: Almost no market there either. In the land of the pyramids, and in peace times, ice is cheap. It sells for  $7\frac{1}{2}$  per block 1 meter long, a quantity sufficient to serve an average household for 36 hours. Further, there's a semi-religious taboo among Egyptian Moslems against eating frozen food generally, and meat in particular. This phenomenon is really an accepted Mohammedan tradition and not a religious dogma, since in the Koran no such commandment exists. The fact remains that because of this tradition, many Mohammedans of all classes are reluctant to acquire refrigerators.

The situation is different in Mexico. In spite of rising prices, demand for electric refrigerators has been increasing there. In fact, the increase in



To the Smith girl's family—to her friends—that was the most important news in the Blade on that particular day.

Just as it was the most important news to the family of her grandfather when the Blade of '61 told how he had gone to war.

For four generations and more, the neighborly happenings of Toledo have been chronicled in this newspaper whose growth has paralleled, and been a part of, this good city.

"I saw it in the Blade."

More people see it there than ever before. More people read the Blade than ever before. There are more Toledo homes than ever before. And a Blade for every home.

Homes of skilled workers intent on doing their share to win the war. Spending money today? Yes. Saving money, too, for tomorrow. They'll see your message today—remember it for tomorrow—if you give them a chance to say, "I saw it in the Blade."

## TOLEDO BLADE

*One of America's Great Newspapers*

REPRESENTED BY PAUL BLOCK AND ASSOCIATES

ONLY A GREAT MARKET CAN SUPPORT A GREAT NEWSPAPER



**THEY COME TO SEATTLE TO WORK**

*...they stay to LIVE!*

We've always attracted adventurous men. They have come to develop fisheries, timber lands, mines, industries and sea trade. Seattle has grown, in sixty-three years, from a village of 3,500 to a city of nearly a half-million. And Seattle is just beginning to grow! Wages are high. Climate is ideal—daytime average 75° in July and 42° in January.

Nearly every person can own a home in this evergreen land of lakes, streams and snow-topped mountains. Is it any wonder that "they come to Seattle to work—and stay to live"?

Most people in Seattle read the ***TI*MES**—it's the preferred newspaper in 7 out of 10 Seattle homes.

### THERE HAVE BEEN FOUR GREAT MIGRATIONS TO SEATTLE

Census figures say people **STAY**



1900 3,500 people lived here in 1880. Transcontinental Railway completed, 1886. Seattle population, 1900, was 80,830.  
★



1910 Alaska Gold Rush, 1898. By 1910, population increased to 237,000.  
★



1920 World War I... Shipbuilding and timber production boosted Seattle to a city of 315,000 by 1920.  
★



1943 Seattle now exceeds 450,000... We're building Boeing Flying Fortresses, tanks, warships, merchant vessels. 1950 census will probably show Seattle among America's first 15 cities.  
★

HEAD AND SHOULDERS

ABOVE ALL SEATTLE PAPERS

**THE  
SEATTLE *TI*MES**  
Seattle, Washington

Represented by O'MARA & ORMSBEE, INC., New York, Chicago, San Francisco, Los Angeles



*"WPB is allowing us to make small ones!"*



sale was greater in 1939-40 than for any other class of household electric appliance. The U. S. gets 99% of the market. But there are a few bugs in it—literally and figuratively. Our Department of Commerce has this note for your v-p in charge of production: "Refrigerators to be used on the eastern and western seacoast areas of Mexico in the tropical and semi-tropical climate should have termite protection."

This rather extensive summary of the type of information available to a hypothetical manufacturer of electric refrigerators who has had no export experience, is included here with two ends in view: To reveal the scope and character of the service available on foreign markets through the United States Department of Commerce, and to encourage firms desirous of getting into export after the war to begin now to assemble background information on potential markets as a part of the routine work of the post-war planning committee.

#### Want Foreign Representation?

Let's go one step further. Suppose you have decided to go after business

in the Argentine. Now you want representation.

The Foreign Sales Section will provide reports on foreign firms qualified to represent your line—lists which have been checked to be certain that none of the companies mentioned handles a competing line. A similar procedure has been applied in recent months to help American firms obtain replacements for foreign representatives blacklisted by the State Department.

The easiest way to obtain more complete details on the services we have been describing here is to write to the Division of Commercial & Economic Information, Commerce Bldg., Washington, D. C., for a copy of a pamphlet "Foreign Selling Outlets—Their Selection and Standing."

By way of aiding the war effort, another service came into being within the past year in the Foreign Sales Division, this one in behalf of the War Manpower Commission. Many a call came to the WMC for men qualified to handle important assignments overseas, and these men were often hard to find.

Accordingly, letters were sent out to American exporters, export clubs and

other organizations to ask for the names of men with specific types of foreign experience. Thousands were tabulated. The WMC asks for a man who knows Scandinavia, who has a thorough knowledge of the lumber business. The file produces such a man: It shows that he has spent thirty years in the lumber business . . . that he speaks six languages, among them Swedish, Danish and Norwegian . . . that he lived in Sweden for fifteen years during which he traveled the entire country. The long arm of communications taps this man on the shoulder. He is enlisted on an assignment where his specialized knowledge can help to speed the day of victory.

#### When Foreigners Come to Us

A fourth phase of activity under Foreign Sales is that of placing foreign visitors in touch with American sources for goods and raw materials. First knowledge of Mr. X and his projected visit to the United States comes through the State Department via the consular office at Mr. X's overseas home base. Properly checked for responsibility, he is, on arrival, given credentials which serve as an introduction to Department of Commerce representatives throughout the country.

A bulletin sent to the field offices identifies the guest and his country of origin, and reports the types of merchandise in which he has expressed interest. These, in turn, are bulletined every week by the district managers in a "Foreign Trade News Letter," which is mailed on a routine basis to all business firms which ask to be placed on the mailing list. (To get on this list, write to your nearest Commerce district office.)

If a firm in Dallas, let us say, produces wares on Mr. X's "want list," it arranges for a representative to see him when he arrives. It's all in the interest of cashing opportunities for building up our trade beyond the seven seas. It's business, but it's also a sound public relations program for Uncle Sam.

The Inquiry and Reference Section is just what its name implies—an assembly line for the mass production (in some cases), or the custom building (in others) of answers to inquiries from business. Its versatility is almost limitless: It can lead you to figures on cornstarch, machine tool production, or numbers of dwelling units of twenty families or more. It can produce bulletins summarizing basic information and data sources on cement, plastics, glass, coal tar. It can spot for you the trend in the purchase of beauty shop services, in memberships in fra-



## What handful of citizens would Cleveland follow today?

*CLEVELAND—621 miles from the sea—was facing invasion.*

*It was a June day in the year of 1812 when, suddenly, five British men-of-war appeared off the harbor.*

*Cleveland was just a hamlet then—and the enemy fleet, bristling with half a hundred cannons, must have looked very terrifying indeed.*

*But there was no invasion. For a handful of Clevelanders, including Judge James Kingsbury, Levi Johnson, Lorenzo Carter, Nathan Perry, and George Wallace, rallied the town to defend its shoreline—and played their parts in the gallant story lead-*

*ing up to Perry's historic victory in the Battle of Lake Erie.*

\* \* \*

**W**HAT ARE Cleveland's leaders today? What men in Cleveland now have the habit of leadership, the respect of their fellow citizens? Who are the men who, once convinced themselves, can most strongly and vitally influence their fellow Clevelanders?

For an objective answer, TIME turned to famous statistician and all-around authority on Cleveland, Howard Whipple Green—asked him to name the most important people in the city today.

He named 525—and then asked these top Clevelanders to name the magazines they read regularly, to identify their first and second choice magazines.

Here are the findings:—

Of the 379 Cleveland leaders who replied,

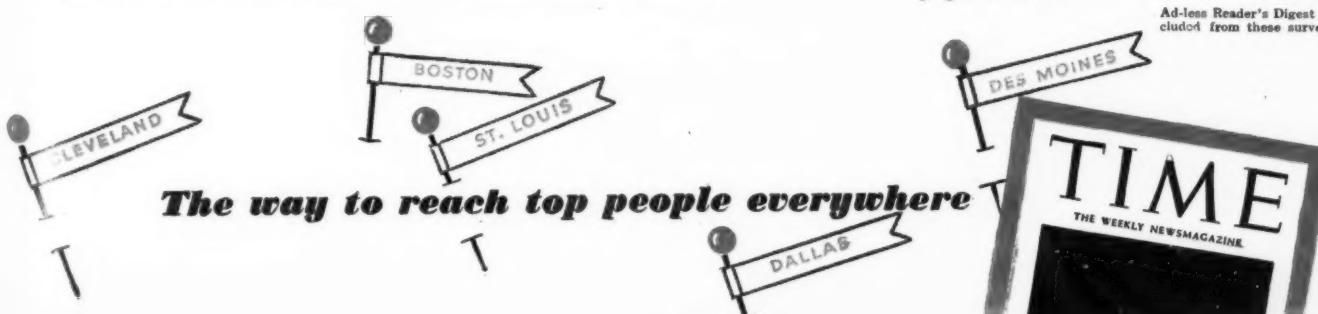
1. More than 56% read TIME regularly!
2. TIME is so much their favorite they give TIME 2½ times as many first-choice votes as any other magazine, no matter how large its circulation!

As Cleveland's leaders vote, so vote civic leaders all over the country. For similar surveys in other cities are showing similar results.

And group after group of national leaders—corporation officers, members of Congress, college presidents, men and women listed in Who's Who (and 31 other groups) vote TIME America's most important magazine.

By their own say-so, the way to reach these essential top people is through the pages of TIME.

Ad-less Reader's Digest excluded from these surveys.



**IN THE PACIFIC**  
his job will be easier if you back him up with war bonds.

in  
**St. Louis**  
your job will be easier after a good night's rest..

**HOTEL McEnnox**  
EVERY ROOM AIR CONDITIONED... NOISE-PROOFED... FROM \$3.00

ternal organizations, in paid admissions to professional sports. It often helps manufacturers with the job of selecting locations for branch houses and warehouses by providing basic data on markets, population and income, or chain stores with market facts which will determine the location of new stores. Currently it is snowed under with inquiries about such subjects as post-war planning, dehydration, the finding of substitutes for packaging materials, and the changing population picture.

For the sake of example, let's pull

four letters out of one day's mail, see what they ask for, and report how they are answered.

This one deals with foreign trade—and it involves a delicate wartime issue:

" . . . I am trying to find out something regarding the status of Q—C—, S. A. Coyoacan, Mexico. . . . This refers to a request for microfilm copy of scientific material which we are only allowed to distribute if it is not to be used for propaganda purposes. Any assistance which you can give me in determining the propriety of sending material to this particular concern will be greatly appreciated."

Here is the way Commerce served the inquirer:

" . . . Our records reveal that the Q—C— S. A. manufactures inorganic and organic chemicals for the wholesale industry in Mexico. It produces in inorganic lines all salts of magnesium from a mineral found only in Mexico known only as blodite (astral Kanite). The company is reported to be the owner of the producing mine which is situated in the State of Chihuahua and it is said that the only similar mine is found in Siberia. The by-product from the manufacture of these salts is sulphate of soda. The average production per month amounts to five or six tons of salts and by-products according. . . ."

In the organic line, the company is reported to be producing synthetics for pharmaceutical laboratories, especially those derived from iodine, the raw material of which comes from Chile. The amounts produced average from 10,000 to 15,000 pesos in value per month.

From a political standpoint, the Q—A— S. A. is regarded as a satisfactory business connection for American firms."

### The Service Is Versatile

Number two comes from a New York food broker who specializes in nuts. He asks:

"I would very much appreciate a list of suitable shippers from Spain, China, Portugal, and Iran, who specialize in various types of nuts, shelled and in the shell . . ."

Such lists were furnished through Commerce, and the broker wrote again, two months later, reporting that "through these lines, I have made a connection and have been successful in selling to and for the account over \$50,000 worth of merchandise . . . I thought you would be glad to know the value of these lists to brokers and distributors."

One of America's largest manufacturers of cereals was forced to terminate its contract with a firm in Brazil because that firm was black-listed by the State Department for its Axis sympathies. So the sales manager in charge of exports writes to Commerce:

"We are interested in the selection of some man or firm in Bahai, Brazil, to represent us in the State of Bahai. . . . We want someone to act for us solely in a brokerage capacity, not as an exclusive distributor. In other words, we want to



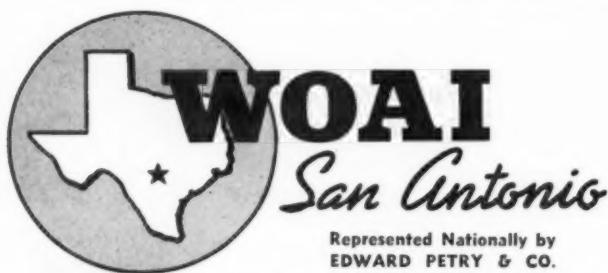
## Meet 2,000,000 Friends!

More people now live in WOAI's daytime primary area than in the metropolitan markets of San Francisco, St. Louis, Cleveland, Baltimore or Washington, D. C.!

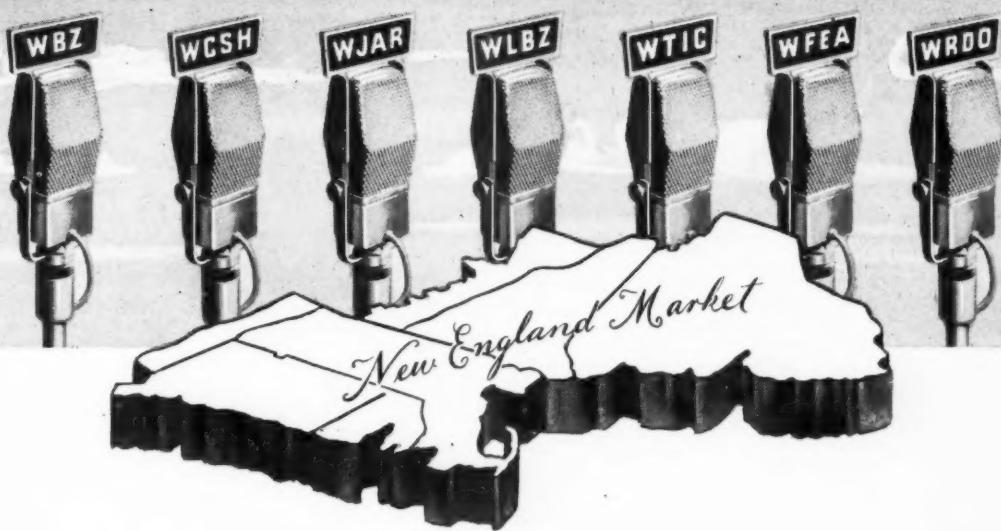
Count off 2,008,760 prosperous folks and you have the population of that part of Texas in which the powerful voice of WOAI is predominant. And of this number 183,959 have moved in since 1940!

WOAI sells more merchandise to more people than any other station in Central and South Texas—one of the healthiest and fastest-growing markets in America.

50,000 WATTS • CLEAR CHANNEL • AFFILIATE NBC • MEMBER TQN



THE POWERFUL ADVERTISING INFLUENCE OF THE SOUTHWEST



## you can't always tell the cost *with* a rate card

The New England Regional Network's rate card shows, for instance, that a "Class A" quarter-hour on NERN costs only \$600.

But the NERN card doesn't mention that you may add a New York station at that station's base rate . . . that there are no line charges . . . that studio facilities are available without charge in Boston, Hartford or New York . . . that NERN includes the only 50,000-watt stations in New England . . . that each NERN station is the dominant one in its

own area . . . that NERN'S primary coverage is 96.6% of New England's radio homes.\*

That is, the card doesn't tell what makes NERN the best radio buy in America's richest market, regardless of time cost. But it does show that NERN time comes as low as, say, only \$900 for a "Class A" half-hour. Which is still enough reason for using the NERN card whenever you figure on really working this market. When you buy NERN, you buy a network.

\*Incidentally 6.9% of all U. S. radio homes.

### NERN STATIONS

WBZ Boston, Mass. WCSH Portland, Maine WJAR Providence, R. I. WLBB Bangor, Maine  
WTIC Hartford, Conn. WFEA Manchester, N. H. WRDO Augusta, Maine

*All NERN stations are NBC affiliates.*

*Nationally represented by*

**WEED & COMPANY**

*New York, Boston, Chicago, Detroit, San Francisco, Hollywood*

## NEW ENGLAND REGIONAL NETWORK

**nern**

HARTFORD,  
CONNECTICUT

appoint an individual or firm who can sell to all other reputable dealers in the territory . . . .

Reports on four firms were furnished, and negotiations are now under way.

The final one also deals with foreign trade, but with still a different problem; it comes from an advertising agency:

. . . One of our clients manufactures equipment for blueprinting (and black-and-white printing.) They also have other items which are sold to the engineering departments and drafting rooms of industry. The opportunity to develop sales volume for such products in Latin-America

following the end of the war intrigues us. In fact, both we and our clients believe that Latin-America should be a good market.

"The question is, what kinds of distributors, or dealers, or agents would be best equipped to handle the sale and service of such a line? How might we proceed with introductory correspondence, looking toward the establishment of such dealer or distributor relations? Do you know where a suitable list or group of names of such firms or individuals might be obtained? We would naturally wish to be highly selective in the number and quality of such names, and are wondering where to obtain the list . . . ."

And here's the gist of the reply:

". . . It would be our opinion that

the channels of distribution best qualified to handle items sold to the engineering departments and drafting rooms of industry are dealers in instruments—professional and scientific.

"It would seem that such types of dealers would already be handling lines normally sold to the technical branches of industry and would have the necessary entrée to the potential customers in any allied, non-competing line. In the field of drafting instruments and blueprinting material, Europe has always had a substantial position in the Latin-American market but it is not unlikely that our post-war volume is worthy of present consideration.

"It happens that we have fairly good lists of importers and dealers in this class of merchandise, a sample copy of which I am enclosing. There is attached a check list showing the countries for which we have similar lists. . . ."

### Trade Association Unit

"Washington Home" of trade associations—and other organized business groups (such as cooperatives and non-profit groups) is the Trade Association Unit.

It's a small office, but it is important because it is a communications center for all business, one which has the machinery for quick dissemination of information to a big proportion of the firms operating in any one industry.

War brought new strength and dignity to the trade association movement. There are now about 2,000 national and regional associations, and about 700 of them have Washington offices.

Founded originally to compile directories of business organizations, the Trade Association Unit's functions have in recent years been broadened to include a variety of services. Because the success of so many war programs depends upon effective mobilization of one or more industry groups, the war agencies frequently call on the Unit to find their "channels." The work done by associations in helping to organize and speed war production, for example, has been cited by top-flight officials as an example of effective cooperative action.

Besides providing data on individual associations and their personnel, the Trade Association Unit participates actively in trade meetings, furnishes timely program materials, endeavors to multiply the contacts of business men with other Government specialists. Today trade associations are becoming post-war-planning conscious because they are being called upon for help by so many individuals and companies within their memberships. Many have organized post-war committees. The question naturally arises as to what role an association should play in post-war planning. The Trade

**75 Million  
STREET CAR  
and BUS FARES**

**in NORFOLK in 1942**

That's a lot of pay checks going home and a lot of shopping trips to buy the things folks hear advertised over Radio Station WTAR

To sell the folks in the bulging, war-busy Norfolk Market, tell them your story over WTAR, the one Station that reaches more listeners in this fabulous area than all others combined.

5,000 WATTS DAY AND NIGHT

NBC RED NETWORK

**WTAR** NORFOLK  
NATIONAL REPRESENTATIVES NORFOLK  
EDWARD PETRY & CO. VIRGINIA

Association Unit is attempting to find some intelligent answers, and, at the same time, to lead association men to authoritative sources (and there are many within and without Government) for effective tools.

By the time this article appears in print, there should be available copies of a new publication (as yet unnamed) written by the Trade Association Unit and published by the Washington Board of Trade, which is a first-rate tool of this kind. While it presents a picture of Washington as both a political and business center, it includes charts and tables useful to all post-war planners. To cite but two examples, it pictures the organized labor movement and answers the questions, "How big is it?" "What industries are organized?" "What unions are affiliated with CIO and what with AFL?" Another is a graphic picture of employment in the United States—how many are engaged in agriculture, how many in business, and so on.

The elevation, in July of this year, of the Trade Association Section under the Division of Commercial and Economic Information, to the status of a Unit, recognized the growing importance of cooperative action in business, a development parallel to the growth of "Co-ops" in the farm field, and to Labor Unions in labor. The war has taught business men a great deal about teamwork.



#### PHOTOSTAT PRINTS

Photostat reproductions only 12c, letter size; (in quantities still less). Strengthen sales promotions with prints of testimonial letters, orders, etc. For office duplication, often costs less than typing or contact boxes.

MATHIAS and CARR, Inc.  
165 Broadway; 1 East 42nd Street  
Cortland 7-4836

SPONSORED BY THE EDITORS OF TIME

*The show that had over 10 million ears last year...*



*The show that climbed 14 points to a Crossley rating of 21.4 in one season...!*

## THE MARCH OF TIME

# is back on the air!

FROM THE SOLOMONS...  
FROM WASHINGTON...  
FROM LONDON...  
FROM MOSCOW...  
FROM CHUNGKING...

*and from the very walls of "Festung Europa" come the voices of the men and women who make the news... from wherever news is made... at...*

10:30 P.M. EWT EVERY THURSDAY NIGHT OVER THE RED NETWORK

SPONSORED BY THE EDITORS OF



# 5 Planks in Reliance's Wartime Sales Management Platform

They are: 1. Line is shortened from over sixty to six numbers. 2. No new accounts are being opened. 3. Salesmen are bending every effort to preserve dealer good-will. 4. All dealers are being rationed on an equitable basis. 5. Aggressive advertising is continuing.

Based on an interview with

J. W. CHAMPION

*Sales Promotion Manager  
Reliance Manufacturing Co.  
Chicago*

THE demand for work clothes is the greatest in the history of the United States. Practically all employables are employed. Following the long and tedious '30's, known as the Years of Patches, the entire Nation—catapulted into war—went headlong into intense production. Work found millions of workers literally without work clothes. They had to equip themselves from scratch.

Families who had long been on relief, other families who had been merely eking out an existence, more with only mediocre incomes, suddenly found themselves "in the money," earning \$100 a week and upward. These families were tired of mending and patching, and it was only natural for them to rush to stores to buy.

In the larger cities workers were confronted with another problem. It began to take days, and often even a week or more, for clothes to be put through the laundry and be returned. Therefore, where previously only one or two changes had been necessary, they now needed three or four. War does things like that.

Then, too, the Federal Government turned to manufacturers of work clothes for help in equipping the armed forces. These manufacturers had to reorganize their affairs, often having to convert entire plants to government work. They had to make hundreds of thousands of uniforms. That shift in production meant not only that machines were rerouted into government work, but that the Government also took a big share of available materials.

What about the retail dealers who had always sold work clothes? They had to be rationed. And in jig-time. There were no ration stamps, but rationing "happened" just the same because manufacturers began to sell retailers stocks on a quota basis.

These, and other facts, were revealed to SM by J. W. Champion, sales promotion manager, Reliance Manufacturing Co., Chicago, one of the Nation's largest manufacturers of garments. Its products include the nationally advertised Big Yank work clothes, Ensenada slacks, Universal pajamas, Aywon shirts, Happy Home dresses and similar garments. Reliance has plants in 17 towns and cities, largely in the Middle West.

"Because of the tremendous demand," said Mr. Champion, "we had to set up quotas. In the old days, quotas were things to shoot at. Today, the purpose of a quota is to ration an account. We think it vitally important to service all of our old customers as fully as possible. We

must keep their friendship and confidence and give them the best measure of satisfaction we can."

"What has happened to your salesmen?" Mr. Champion was asked.

"We are keeping them—keeping all salesmen who haven't gone into the armed services—and we think that keeping them is going to be very important to us. But, really, they aren't just salesmen any more. They are service men. They perform what we might call diplomatic duties. Or, I might say, they're liaison officers between our organization and the trade.

"Anyway, they're out on the road, maintaining personal contacts with customers. We want it that way. They are not permitted to book orders over the telephone except in an emergency. Why?

"I'll tell you why. We can't afford to let customers think that in times like these they are being neglected. Our attitude toward them, and our interest in them, is the same as when we are in a competitive market. We feel that the company that neglects its customers now, when for a brief time they have lost their importance, is committing a grave and serious business error.

"Of course, some procedures have had to be revised. A salesman may travel by train or bus instead of by automobile. His sample lines are more compact. He may carry one shirt and a batch of swatches instead of many shirts. Instead of calling on a customer every 60 days as he used to, he may now call only three or four times a



Hands for the wartime work to be done . . . hands to inspect parachute seams for America's airmen . . . and a table with indirect lighting from below, to check each stitch carefully, at the Reliance parachute factory. For parachutes must not fail.

# 90,365 housewives buying food...

The young lady is having a busy day.

She is competing for a prize on "The Missus Goes A-Shopping" ... the favorite quiz-and-fun show of New York housewives. Every program plays to a packed house of 350 women. The waiting list for studio tickets is six weeks long!

It's an informal, zany program, conducted by nimble-tongued John Reed King. From the time the first studio visitor appears, the fun flies thick and fast. It's a madhouse. And for fifteen minutes laughter buckles the walls.

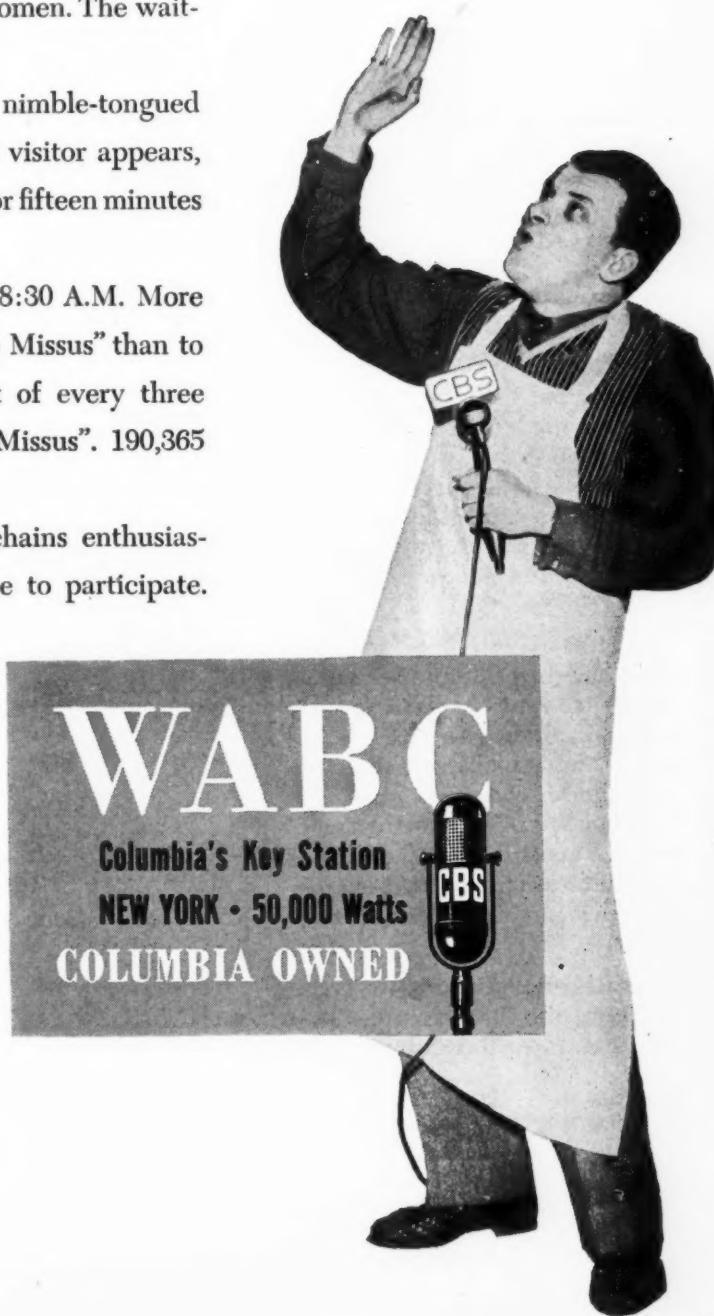
It's the highest rated show in New York at 8:30 A.M. More New York women—*more by 88%*—listen to "The Missus" than to the second ranking program. In fact, one out of every three radio-available housewives are tuned to "The Missus". 190,365 housewives each day.

Advertisers listen, too. Seven major food chains enthusiastically endorse the show. Sponsors wait in line to participate. (No time is now available for sale.)

Smooth, top-flight radio. Skilfully written. Professionally produced. Brilliantly conducted.

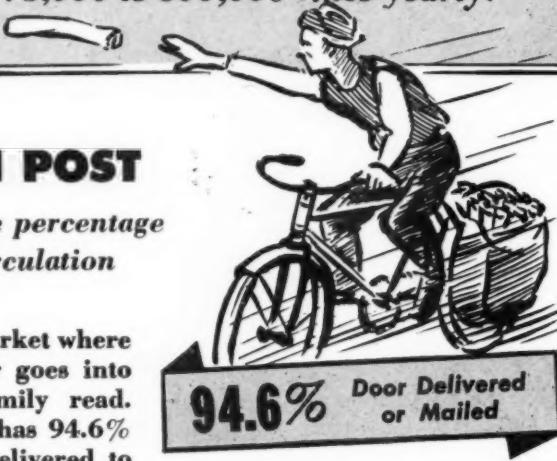
*Of course, it's on WABC.*

*Represented by Radio Sales,  
the SPOT Broadcasting Division of CBS*



# Sell Groceries in Houston Through MORNING Paper

*—Say 5 of the 7 Super Mart Chains  
Each Using 75,000 to 600,000 lines yearly!*



## HOUSTON POST

*gives remarkable percentage  
of Family Circulation*

**HOUSTON** is a market where the morning paper goes into the home . . . family read. The Houston Post has 94.6% of its circulation delivered to the door or mailed. That's why it is the leading advertising medium for 5 of the 7 Super-Mart Grocery Chains using big lineage.

The Post is the only Houston newspaper carrying both Associated and United Press services. It is exclusive with a complete market page. It carries 25 of the most popular comics in the country, and is strong in sports.

Houston retailers in the eight classifications, where the family should be sold as a group, capitalize on The Post's family appeal by placing it first. These classifications are Amusements, Electrical Appliances, Furniture, Liquor, Musical Instruments, Professional Service, Radio, and Real Estate.

In Houston, the MORNING paper is the home paper — tradition notwithstanding.

## HOUSTON AREA POPULATION

NOW OVER

**1,000,000**

*—fastest growing general  
market in the world*

The population of Houston proper is now 502,304 according to the No. 2 War Ration Book issue—

• plus 520,474 in the trading area (ABC figures).

• This is a 76% growth since 1940 — exceeded only by the National Capital.

• A young market, Houston is heir to the brand new industrial developments inspired by War Research, and has untold wealth in partially developed natural resources to make the most of peace-time opportunities. Move into this Market of the Future now.

year. In some spots he may open a show room and invite customers within a radius of 40 to 60 miles to look at his line. And they'll come, gladly, because now they want merchandise.

"Nevertheless, the customers still must be seen regularly; they must be treated with deference; and the salesman must show interest in their welfare. He must try, even a little more than he ever tried before, to do everything in his power to satisfy their needs. The reason?

"The customer will remember for years the fair treatment he received in these war times."

The Reliance Manufacturing Co. has made it a rule, for months past, not to open new accounts. The management points out that dividing the reduced volume of merchandise it can supply among its old customers is a tough enough problem. It does not want a customer it has had in the past even to suspect that he is not getting his share. That goes for the small, as well as the large customers. Merchandise sold is allotted strictly on the basis of past purchases.

"We respect the little dealers because 'God created so many of them,'" remarked Mr. Champion, paraphrasing Lincoln.

## "Advertise, or Be Forgotten!"

For a similar reason, Reliance is continuing its advertising. Its work clothing and shorts, and its house frocks for women and girls, are not priced like Kohinoor diamonds or even like Cadillac cars. To keep its 18 plants in operation, it must have volume output—speaking of course of average times, when the Government is not demanding more than half of its production.

Big Yank work clothes, and other leading advertised brands, must be kept in the memory of the public for the post-war period which will follow V-Day. During the first half of the present year, Reliance used regularly full and half-pages in *Collier's* and *Life*, and for the last half of the year is appearing in every issue of *Life*. It is using, in the farm field, *Country Gentleman*, *Successful Farming*, *Poultry Tribune*, *Hoard's Dairyman*; *Progressive Farmer*, *Breeder's Gazette*, *Pacific Rural Press*, *Southern Planter*.

Thirty-seven newspapers were used to tell the story—in full pages—when Reliance earned its Army and Navy "E." Space was employed in newspapers published in each of the 17 cities and towns where the company has plants, plus other key papers. And in doing this, Reliance did something different.

There was no limelighting of ex-

SALES MANAGEMENT

# Morning Train...

what fellow do YOU prefer to ride with? Most of these men on the platform are in your "market," ...upper living level...live in the same place...same business problems, similar homes and families. But nevertheless, you prefer a certain few for seat companions on the ride down. You get along well, you click. You heed and respect each other's viewpoint and opinions. Ideas get across. You're influenced. Why? Psychologists say you have common referents (see \*below). Same way with magazines and their readers.



That's why when you ride with True Story, you not only share True Story's top coverage of the Wage Earner Market, you also share True Story's **big plus:**

## Wage Earner Influence!

TRUE STORY's influence with the wage earner family has been 24 years in the making—24 years of growing understanding of how wage earning America thinks, acts, and buys. A 24-year head start to a point where True Story's present two-million guaranteed net paid gives you more wage earner coverage than any other magazine in America! With the six big advertising advantages listed below.

But coverage alone isn't enough. You can get wage earner coverage with newspapers too, with radio, outdoor, and sampling. You can write a letter to your best girl, but post-office "coverage" won't get her to say "yes."

TRUE STORY not only gives you wage earner coverage...TRUE STORY takes you into wage earner homes as a friend with influence. As the late Joe Hamilton said about wage earner opinion many years ago, "It isn't as important to know what the professor thinks of the bug under his microscope, as to know what the

bug thinks of the professor." You may have a fine and experienced regard for the wage earner market. But more important is what the wage earner market thinks of you and your product, both now and in the important years to come. Wage earner opinion may well decide if you're to have a live brand or a dead bunny.

### "TRUE STORY SEEMS TO BE PART OF MY OWN LIFE"



True Story reader of Elmira, N. Y.  
Mrs. Willis' husband is an air-raid warden,  
works at the Schaeizer Aircraft plant. She is  
block leader for her street.

### NEEDED NOW! A WAR MESSAGE IN EVERY AD

Advertisers who want to help both themselves and the war can begin at once to devote a part of their space to spreading war messages.

At any one time, there are usually 20 or 25 active campaigns—things the people need to understand, things the people need to do to help shorten the war. Among the more urgent current campaigns are the fight against inflation, the recruiting of women for war purposes, and a fuller understanding of the war-time food situation.

All the information you and your advertising agency need to start work preparing advertising can be secured either from the War Advertising Council, or the Office of Program Coordination of OWI.

\*REFERRENTS—Psychologists' five-dollar word for everything which shapes and influences a person's make-up...their likes, dislikes, opinions and actions. When referents differ, people are apart. People with common referents are on each other's wave-length. Barriers are down...influence is generated. Same way with magazines.

### GIVES YOU THESE 6 EXTRAS

1. Most wage earners at least cost
2. Highest average ad readership
3. Record pass-along
4. Least duplicated audience
5. 41% higher editorial readership
6. Moves with the payrolls



PREMIUM PRICED

# True Story

THE SERVICE MAGAZINE OF THE WAGE EARNER MARKET

ecutives, members of the board or department heads. That "E" job, it was held, belonged to the workers . . . mostly the girls sitting at sewing machines; young women in the assembly line.

The management, through its agency, Ruthrauff & Ryan, Inc., had an idealized painting made—a group of neatly clad girls and a lone man, to illustrate its "Army" in the manufacturing battle line. Mr. Champion pointed out:

"They did the job. Give them the credit."

On a recent Sunday a full-color page, in red, white and blue, was run in the Chicago Tribune. This was in cooperation with the Government, furthering war projects. In newspaper advertising, bare mention has been made of any of the Reliance products.

The idea behind this campaign is to keep the company name and its products before the public.

"Laying the foundation for the time when merchandise again will be available," is the way Mr. Champion puts it.

For the duration, Reliance has gone

into the job of limiting styles even further than the Government has required. Today six numbers do the job which 50 to 60 styles did previously. WPB ruled that in work shirts, for example, there should not be any flaps on pockets. Double shoulders or backs and reinforced arm-pits are not allowed. That was to save cloth.

Reliance saw the job largely in terms of machines. Considerably more than half of its equipment is used on government orders, garments and parachutes. (They know that their parachutes were used by the men in Doolittle's flight over Japan.) With fewer than half of its machines available for civilian production, it planned to get the maximum number of shirts out of the machines available!

Thinking in terms of shirts per machine, it was believed, was just as important as thinking in terms of precious materials. When the war is won, of course, there will be backtracking on that idea. With the return of competition, the consumer-worker again will find abundance of varieties of materials and styles.

#### Employ Girl Mechanics

In busy factories, such as the type Reliance operates, mechanics always have played an important part. Repair men have had to be on the job continuously. For example, in the production lines of shirts, with each girl doing a specific job on her machine, there cannot be an extended breakdown.

Men always have been employed to speed the repairs on machines. But, with men going into the Army, and other men seeking high-priced, specialized jobs in munitions plants, Reliance began to find its supply of male mechanics decreasing rapidly. So they worked out a solution.

The company established a school in Kokomo, Ind., to train girls as mechanics. "Students" were recruited from plants throughout the United States. Reliance put the girls through an intensified training course. And it made mechanics out of them. Thus, women today are quick on the job when a machine breaks down and they get it back into operation quickly.

Bundle boys used to be employed to move partially finished products down the assembly line. Today the company employs bundle girls. And that's how the fight is being waged to keep the workers on the home front supplied with work clothes.

On the stage the saying is: "The show must go on."

Today, everywhere, it is: "Industry must go on."

SALES MANAGEMENT

*Oh!*  
I Forgot to  
tell you...  
the Census  
Bureau 1942  
Estimate gives  
**ROCKFORD**  
**111,885**  
CITY POPULATION



**17<sup>th</sup>** IN THE UNITED STATES  
in Automotive Lineage

Best Test City in the Mid-West  
**ROCKFORD, ILLINOIS**

POSTAL RECEIPTS UP 26% OVER 1942

ROCKFORD MORNING STAR...ROCKFORD REGISTER-REPUBLIC  
Ruth Hanna Simms, Publisher

# Marketing PICTOGRAPHS

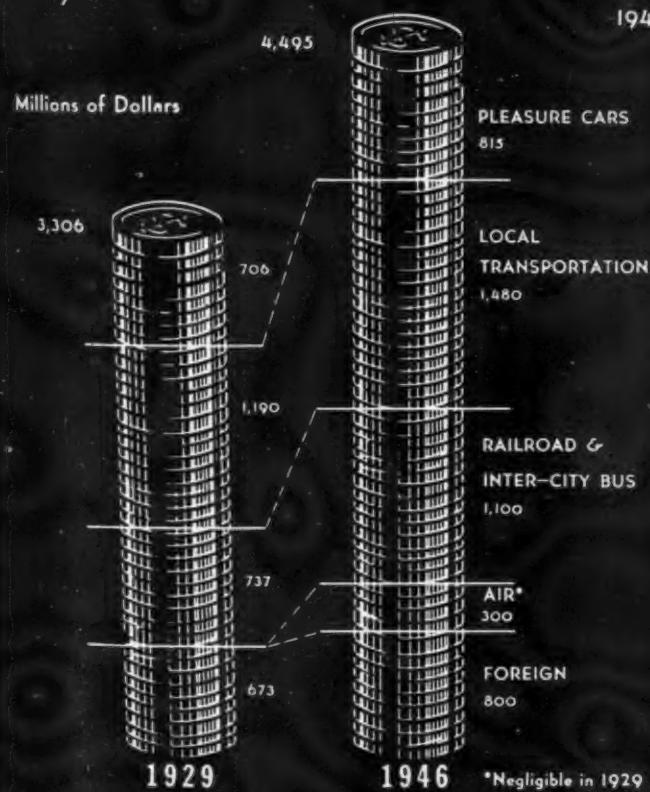
Planned by Philip Salisbury,  
Executive Editor, and designed  
by The Chartmakers, Inc.

## WILL WE GO PLACES WHEN THIS WAR IS OVER!!

First, let's study the market for passenger cars. We went into the war with 28.3 million registered passenger cars. Today there are 25 million A cards outstanding. These cars are wearing out.

A market for between 20 and 25 million new cars during the first 5 years after the war (assuming it's all over in 1944) is a composite estimate within the industry. If the war lasts longer, immediate demand will be even greater.

The first year's cars will be virtually the 1942 model. Then they'll get into production on "dream" cars, with new production highs the next two years, followed by a prospective easing-up in the fifth year.



Here's the past—and the possible future:

### U. S. A. PRODUCTION OF PASSENGER CARS IN THOUSANDS

|        |       |
|--------|-------|
| 1929   | 4,584 |
| 1932   | 1,035 |
| 1937   | 3,816 |
| 1938   | 2,000 |
| 1939   | 2,867 |
| 1940   | 3,744 |
| 1941   | 3,746 |
| 1942   | 206   |
| 1943   |       |
| 194(A) | 2,500 |
| 194(B) | 4,500 |
| 194(C) | 6,000 |
| 194(D) | 6,000 |
| 194(E) | 4,000 |

But that's only part of the story. Travel has been greatly curtailed since the war started, especially cross-country and foreign pleasure travel.

In 1929 we spent 3.33% of our national income on transportation costs (not including rooms, meals, hot dogs, knick-knacks and "wish you were here" postcards).

In 194X—let's say 1946—we shall probably have a national income of around 135 billion dollars. If we spend as high a percentage as in 1929—which seems likely, for we'll be a travel-hungry nation—the breakdown as compared with 1929 may look like the Pictograph at the left.

PICTOGRAPH BY

Sales Management

9-15-43

Sources: Estimates by SALES MANAGEMENT from automotive sources and "Domestic Commerce," August, 1943.



## People like what they like

Tastes differ. Some people like champagne . . . others prefer beer. The smart restaurateur carries plenty of both.

Similarly, many women like the Ladies' Home Journal . . . many others prefer Modern

Screen, Modern Romances or Screen Romances. To do a good job you have to reach both types.

Modern Magazines' readers are wage earners, the people today with money to spend . . . the *quantity* buyers of all advertised products.



PREFERRED BY  
5,700,000 READERS

**MAGAZINES**

DELL PUBLISHING CO., INC., NEW YORK  
World's Largest Publishers of mass magazines and books

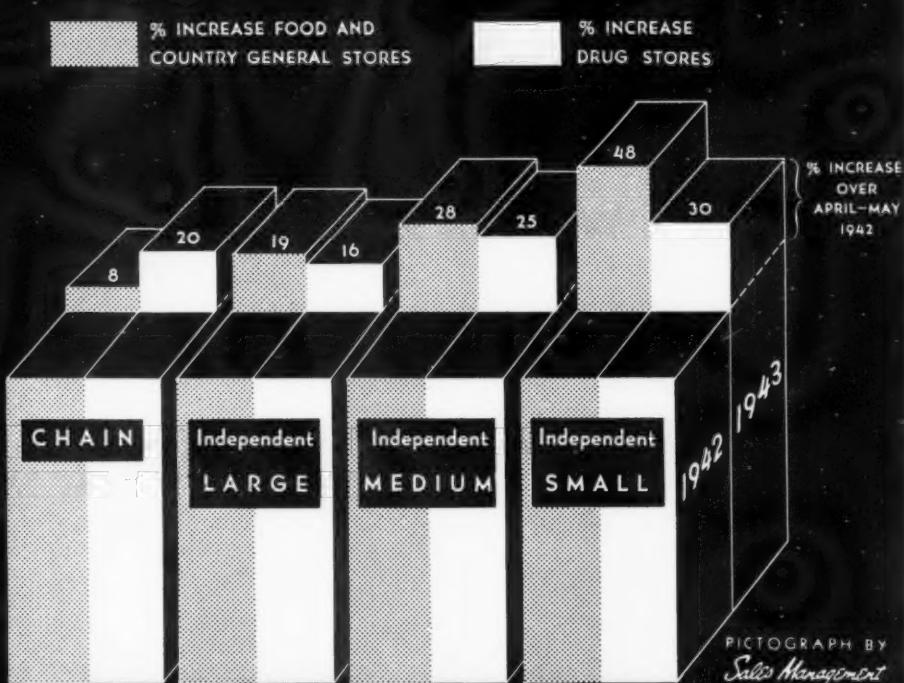
## "POP" AND "MOM" STORES CONTINUE GAINS

According to Nielsen studies, the grocery business in April-May was up 21% over the same period last year, and drug stores 23%.

But in both classes of trade the small stores—volume under \$10,000—had increases far greater than their big competitors. Shortages and transportation problems cause housewives to cultivate the good-will of the neighborhood merchant.

The shopping trends of today argue against restricted distribution, argue for spreading goods widely so as to retain valuable consumer franchises among the increasing clientele of medium and small independents.

Source: The A. C. Nielsen Company



## A LEAF FROM ENGLAND'S WAR BOOK

Leon Henderson remarked at a press conference the other day that American business men ought to study current English developments more closely—that war's effects there closely parallel our own, except that they are six months to a year ahead of us.

British manufacturers, faced with shortages, first sold the easiest way—but experience has taught them that the

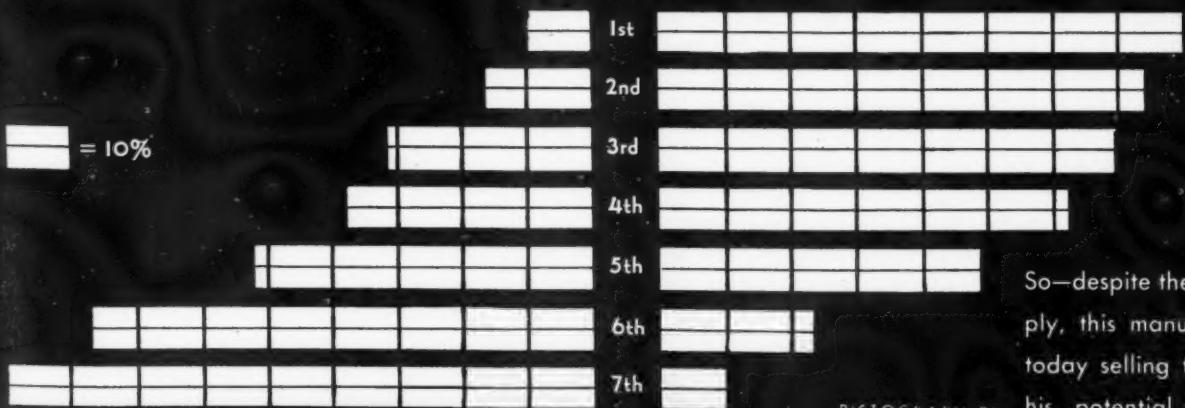
right way is to distribute their goods widely and equitably, even though this runs up current marketing costs. Here follows the experience record of one English firm which could sell all it could make of the large size container, but the manufacturer deliberately shifted to greater concentration on the less profitable small size so as to spread the product over a greater number of retailers and consumers.

### % IN SMALL PACKAGES

= 10%

### BI-MONTHLY PERIODS

### % IN LARGE PACKAGES



Source: The A. C. Nielsen Company

So—despite the short supply, this manufacturer is today selling to 80% of his potential post-war customers.

PICTOGRAPH BY Sales Management 9-15-43



# A Short Cut to Wartime Conservation

**LANDIS CHASERS ARE EASILY AND  
QUICKLY REGROUND**



A simple grinding operation renews the entire cutting edge and leading feature, retaining, after each grind, the initial accuracy of the chaser.  
Avoid overheating, use mechanical rests, check throat and lip rake angles, grind uniformly and only to much of the chaser as is worn and you have assured quality threads and long chaser life.

The Finest Thread Cutting Tool in Industry  
**LANDIS**  
machines company

**12 Features of the  
LANDIS TANGENTIAL CHASER**

- 1-Permanent thread profile, other than standard, threading throughout life of chaser.
- 2-Wide angle range covers all machine tools materials.
- 3-Fine cutting edges, parallel to profile.
- 4-Simple grinding operation removes entire cutting edge and leading feature.
- 5-High and minimum thread diameter.
- 6-Lateral absorption of cutting strain reduces vibration and chaser breakage.
- 7-Right and left hand threading features.
- 8-Standard chaser holder all diameters.
- 9-Standard chaser holder all diameters.
- 10-Increased durability of chasers lowers operating cost.
- 11-Chaser form.

**THREAD TIPS**  
A Good Mechanic  
Knows and Cares  
For His Machine

FOR MAXIMUM CHASER LIFE AND BEST QUALITY  
OF THREAD FINISH, USE THE CORRECT CUTTING  
SPEED FOR THE MATERIAL BEING THREADED

LANDIS SYSTEM OF THREADING SPEEDS (F.P.M.)  
NATIONAL COARSE SERIES

| DIA.<br>IN. | TOOL DIA.<br>(CARBON) | SURFACE<br>SPEED | MATERIALS      |             | SURFACE<br>SPEED | R.P.M. | SURFACE<br>SPEED |
|-------------|-----------------------|------------------|----------------|-------------|------------------|--------|------------------|
|             |                       |                  | VANADIUM STEEL | MICRO STEEL |                  |        |                  |
| 1/4         | 306                   | 20               | 935            | 35          | 764              | 917    | 1017             |
| 5/16        | 240                   | 20               | 428            | 50          | 733              | 60     | 656              |
| 3/8         | 203                   | 16               | 306            | 30          | 580              | 85     | 644              |
| 7/16        | 183                   | 16               | 282            | 45          | 388              | 488    | 598              |
| 1/2         | 137                   | 16               | 191            | 30          | 308              | 90     | 395              |
| 9/16        | 102                   | 16               | 170            | 25          | 340              | 107    | 479              |
| 5/8         | 92                    | 16               | 153            | 25          | 278              | 120    | 70               |
| 3/4         | 87                    | 16               | 103            | 25          | 306              | 137    | 521              |
| 7/8         | 65                    | 16               | 87             | 30          | 288              | 157    | 399              |
| 1           | 49                    | 12               | 69             | 30          | 194              | 214    | 356              |
| 1-1/8       | 41                    | 12               | 55             | 30          | 123              | 109    | 321              |
| 1-1/4       | 31                    | 12               | 40             | 18          | 76               | 120    | 286              |
| 1-1/2       | 22                    | 10               | 39             | 30          | 44               | 67     | 183              |
| 1-3/4       | 10                    | 10               | 25             | 15          | 99               | 39     | 106              |
| 2-1/4       | 17                    | 10               | 23             | 15          | 40               | 62     | 59               |
| 2-1/2       | 11                    | 10               | 21             | 15          | 30               | 51     | 40               |
| 2-3/4       | 11                    | 10               | 18             | 10          | 30               | 39     | 30               |

CUTTING SPEEDS LISTED ARE FOR ANNEALED STOCK ONLY. WHEN HEAT TREATED MATERIAL IS THREADED  
DECREASE CUTTING SPEED 20 TO 30%.

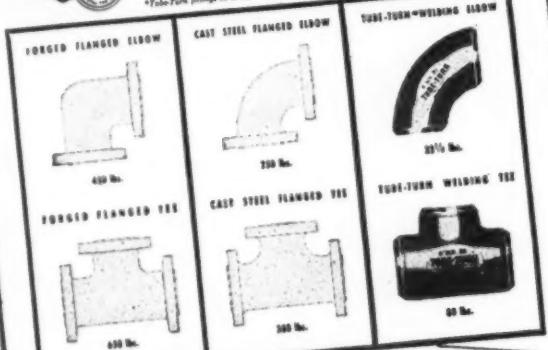
Be Threadwise—Employ LANDIS Long Life Tangential Chasers

**LANDIS MACHINE COMPANY**  
Waynesboro, Penn., U.S.A.



**Weight saved** with Tube-Turn Welding Fittings aids war industry—by economizing steel, speeding pipe erection, conserving supports, reducing shipping weight.

\*Tube-Turn fittings in comparison below are 6" and 12" diam.



THE example illustrated above demonstrates the tremendous differences in weight between Tube-Turn welding fittings and other types of fittings of equal size. The fittings shown are for 6" and 12" sizes, and when you can save at less proportion.

Weight saving always has been an important reason for specifying Tube-Turn welding fittings. But today's war emergency needs still additional reasons. One of these is that it saves steel—because less of the valuable metal is wasted in making Tube-Turn fittings—which speeds erection, saves labor, reduces shipping problems. Remember that steel, aluminum, copper, brass and stainless steel fittings for oil, gas, power, chemical, heating, air, refrigeration and marine piping today!

**TUBE - TURN**  
Welding Fittings and Flanges

#### OTHER WAYS TUBE-TURN FITTINGS HELP WAR PRODUCTION:

**SPARE INSTALLATIONS:** Every time a producer and distributor replaces a damaged or worn fitting, he loses one that could be put to good use in the field.

**STANDARD TUBE-TURN FITTINGS:** These fittings are standard sizes, which means they can be used interchangeably with other fittings.

**REDUCED INVENTORY:** The producer need not maintain inventories of fittings for various applications.

**REDUCED COSTS:** Production costs of fittings are reduced by the elimination of costly special tooling.

**REDUCED SHIPMENT WEIGHT:** Weight savings are increased by the use of lighter weight materials.

**REDUCED SAFETY:** Eliminating unnecessary parts of fittings, such as nuts, bolts, washers, etc., reduces the chance of injury.

Advertisements like these conserve paper, time and manpower for both advertiser and user. They do the job that would ordinarily be done by means of data books and personal calls.

Every bit of available space has been used to tell the men on the production line how to expedite their work.

That's constructive. AND it gets the attention and good-will of the readers these companies want to

reach, because it helps them with their war and post-war problems.

Many industrial advertisements are, like these, literal "data sheets"—so that the reader knows instantly just what to do and how to do it to secure maximum results from products or services. No wonder this LANDIS MACHINE COMPANY two-page spread has been tacked on many a war plant wall.

Show precisely how your products save critical materials—cut maintenance costs—speed production—and your advertisements will get the same undivided attention of busy production men that this TUBE-TURN advertisement rated.

There's no mysterious secret formula involved in preparing the kind of campaigns that result in high reader use.

It's simply a matter of answering the "How?", "When?", "Where?", "Why?" that users—and potential users—ask about products and services.

The production line is hungry for technical data. Your own files contain the information they're asking for. Put it into your space in the industrial papers they read for specific help on job problems—and watch your advertising results climb.

## CASE STUDIES



We have made detailed analyses of successful current advertising campaigns. Twelve Case Studies are now available—each one complete with illustrations of actual advertisements, booklets, manuals, posters and other promotion material PLUS the story behind the campaign.

These Case Studies enable you to see how other industrial advertisers attain their objectives—how they use *helpful-to-the-reader* copy to speed the war effort and protect post-war markets.

Case Studies and other McGraw-Hill services to advertisers are free. Just check the ones you want in the coupon.

# McGRAW-HILL

NETWORK OF INDUSTRIAL COMMUNICATION

Research Dept., McGRAW-HILL Publishing Company, Inc., 330 West 42 St., New York (18), N. Y.

Please send the following Case Studies and books on how to make Industrial Advertising do a bigger job to help the war effort and protect post-war markets:

### CASE STUDIES:

- Allis-Chalmers Manufacturing Co.
- Westinghouse Electric & Manufacturing Co.
- Aluminum Company of America
- Henry Disston & Sons, Inc.
- E. F. Houghton Company
- Continental Can Company
- John A. Roebling's Sons Company
- Metal & Thermit Corporation
- Plymouth Cordage Company
- Gilmer Belting Company
- Air Reduction Sales Company
- Manhattan Rubber Mfg. Div. of Raybestos-Manhattan, Inc.

### POLICY ANALYSES:

- The Top-Executive Goes to War
- The Sales Manager Faces the Minus Quota
- The Advertising Manager on "Industrial-Information-Please"

NAME \_\_\_\_\_

TITLE \_\_\_\_\_

COMPANY \_\_\_\_\_

ADDRESS \_\_\_\_\_

## TWO-FIFTHS OF NEGRO POPULATION NOW URBAN

|                                   |                     |
|-----------------------------------|---------------------|
| DALLAS<br>TOTAL NEGRO POP. 50,407 | 17.1% of Total Pop. |
| INDIANAPOLIS<br>51,143            | 13.2%               |
| CINCINNATI<br>36,598              | 12.2%               |
| RICHMOND<br>61,253                | 31.7%               |
| JACKSONVILLE<br>61,782            | 35.7%               |
| PITTSBURGH<br>62,216              | 9.3%                |

According to the 1940 census, exactly 40% of the Negroes are residents of places of 2,500 population or over. More than 20% live in 21 cities having Negro populations in excess of 50,000. Here they find greater economic opportunity for themselves—but also dangerous overcrowding and discrimination—roots of disgraceful, un-American race riots.

Here are the 21 cities containing the largest Negro populations:

|   |                      |                        |                         |
|---|----------------------|------------------------|-------------------------|
| LOS ANGELES<br>63,774                         | HOUSTON<br>86,302    | BIRMINGHAM<br>108,988  | PHILADELPHIA<br>250,880 |
| 4.2%  | 22.4%                | 40.7%                  | 13.0%                   |
| NORFOLK-NEWPORT NEWS-<br>PORTSMOUTH<br>80,514 | ATLANTA<br>104,533   | MEMPHIS<br>121,498     | CHICAGO<br>277,431      |
| 34.8%   | 34.6%                | 41.5%                  | 8.2%                    |
| CLEVELAND<br>84,504                           | ST. LOUIS<br>108,765 | NEW ORLEANS<br>148,094 | NEW YORK<br>458,444     |
| 9.6%  | 13.3%                | 30.1%                  | 6.1%                    |

GRAPH BY  
*Sales Management*

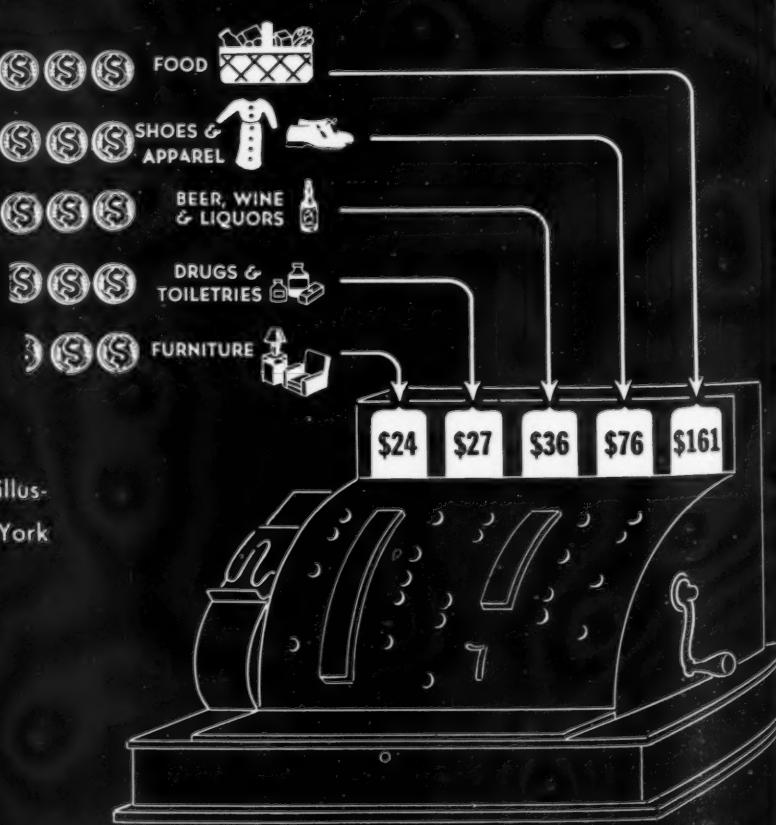
These 2,739,514 Negroes will have an Effective Buying Income in 1943 of nearly 2 billion dollars, and that of all U. S. A. Negroes will top 6 billions. For many food, beverage, drug and cosmetic items they are a better market—per capita or per family—than whites.

Sources: Population, Bureau  
of the Census;  
Income, SALES MANAGEMENT



### STORE PURCHASES OF NEW YORK NEGROES

The worthwhileness of the Negro market may be illustrated by estimates of the retail purchases of New York Negroes in 5 major store groups in 1942:

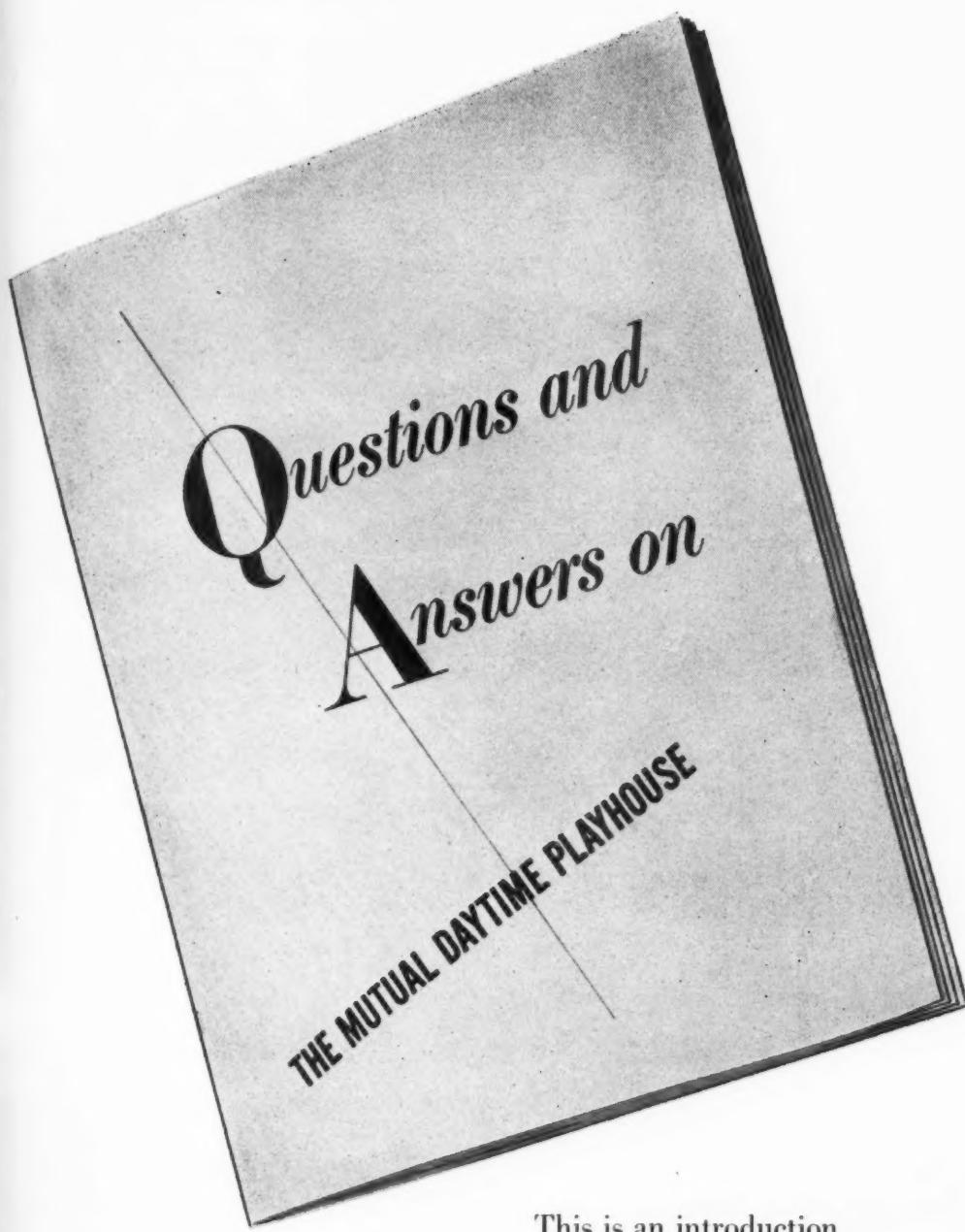


PICTOGRAPH BY  
*Sales Management*

9-15-43

Source: David J. Sullivan, Negro Market Organization





This is an introduction

to something new in network radio.

It is a plan designed for the four-way benefit  
of listeners, advertisers, the nation's  
war effort, and the broadcasting industry as a whole.

This booklet explains how  
these benefits can be realized, and provides  
details on the operation of the plan.

*Have you received your copy?*

**THE MUTUAL BROADCASTING SYSTEM**

## WHEN WATCH FACTORIES TICK AGAIN

The watch industry is now 100% a war industry, dealers' shelves are almost bare, and a huge pent-up demand is developing.

What will the first post-war year—say it's 1946—show in dollar volume, and between domestic and imported watches?

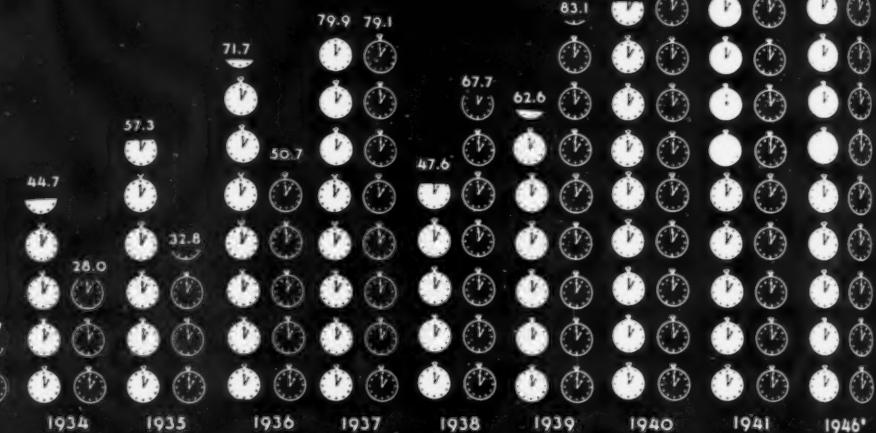
IN MILLIONS OF DOLLARS



Source: "Domestic Commerce," July, 1943

PICTOGRAPH BY  
*Sales Management*  
9-15-43

Here's a picture of the past—and of 1946, assuming that the industry's share of the expected national income of at least 135 billion dollars that year is the same as the average for 1929, 1940 and 1941, and that the division between domestic and foreign watches averages out as it was in 1939—1940—1941:



(\*Estimates by S.M.)

## LESS THAN A DISH A WEEK OF ICE CREAM

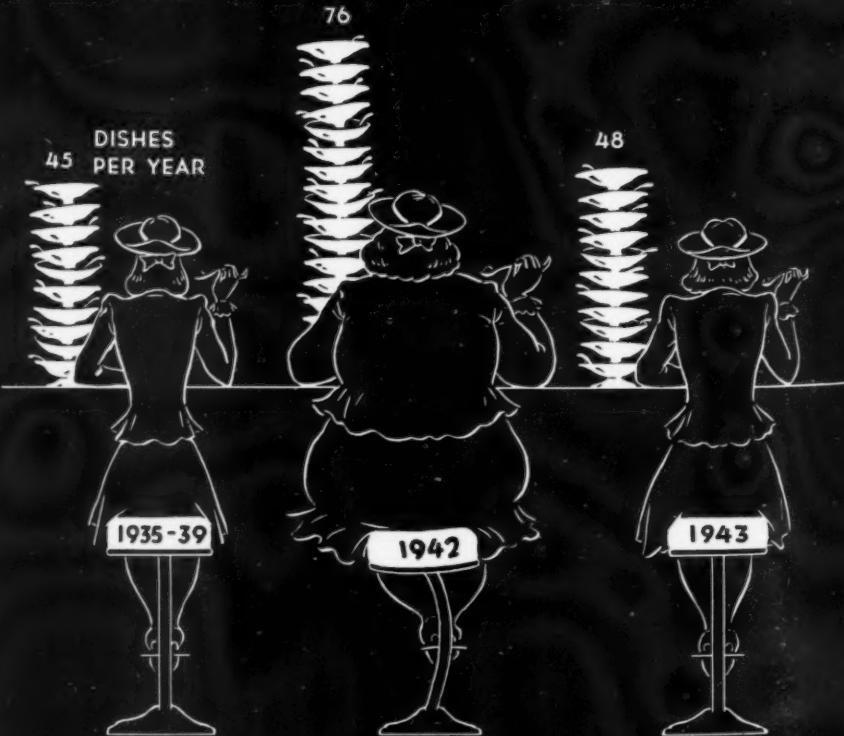
The average American will have to content himself this year with 9½ pounds of ice cream—less than one dish a week, less than two cones weekly.

But that shouldn't be such a hardship, for it's more than we consumed in the 1935-1939 average year.

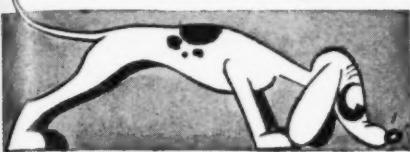
Reasons? Military demands, shortages of sugar, milk solids and flavorings. Increases in sherbet sales should hold the industry's volume loss to 20%, or just under 1941 levels.

Source: *The Wall Street Journal*

PICTOGRAPH BY  
*Sales Management*  
9-15-43



## T i p s



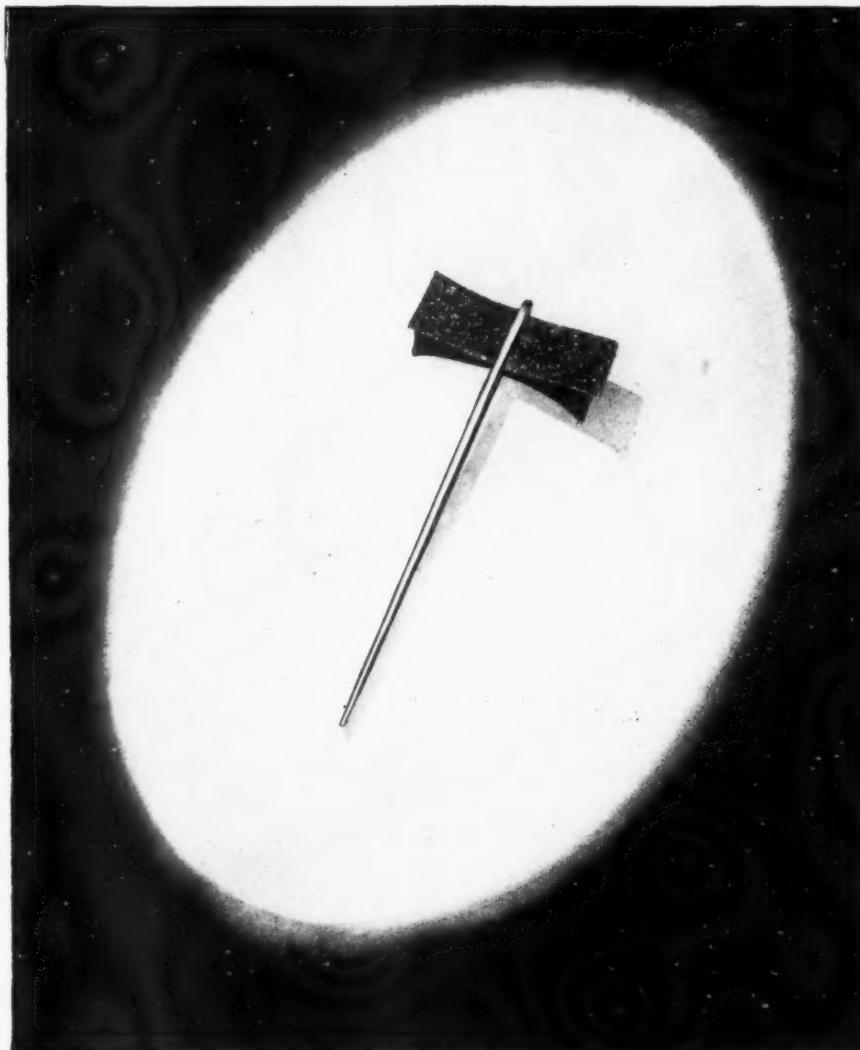
Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Reader's Service Bureau, 386 Fourth Avenue, New York, N. Y.

**Hawaii, U. S. A.** Hawaii is a typical American community, but not just another typical community. Obviously, say the authors of this study, the factual story of Hawaii should not be just another typical presentation. And it isn't. No charts, tables or curves, but a graphic picture and text story of Hawaii today, inter-larded with documented statistics on its industries and people, and their living and buying habits. Forget the locale for a minute, and the full-page photos might be a reflection of the market quality of a prosperous mainland city—people shopping against a background of American brands and styles, in grocery, drug, department, tobacco, and liquor stores. Hawaii, which was buying \$127,000,000 worth of goods from the mainland, now has a \$30,000,000 Army and Navy payroll added to its purchasing power. It buys \$13,000,000 worth of groceries annually, spends \$10,000,000 on wearing apparel, \$3,000,000 for drugs and cosmetics, the same amount for beverages, \$4,000,000,000 for tobacco, and \$13,000,000 for electrical appliances. The war for Hawaii, just as for the rest of the Nation, is a grim interlude. It has brought many new families there, many of whom will stay when peace comes. This is a flash picture of an interesting presentation, by no means a complete one. The study, prepared by the Honolulu *Star-Bulletin*, concludes with a list of typical national advertisers who have used the newspaper since January 1, 1942. Any office of O'Mara & Ormsbee, Inc.—New York City, Chicago, San Francisco, Los Angeles—can get you a copy.

**Printing to Aid the War Effort.** A portfolio of samples of printed material used by well known companies as tie-ins with the war effort. Here are suggested approaches to such objectives as securing new workers, welcoming new employees, stimulating production, increasing war consciousness, reducing absenteeism, getting employee suggestions, helping employee training, promoting conservation and Victory Gardens. Write Cy Norton, Strathmore Paper Co., West Springfield, Mass.

**Contribute to Victory.** No. 141 in the Westvaco Inspirations for Printers series is a portfolio of seven model double-page spreads prepared by famous art directors and designers as a boost to home front activities. The ads call for positive action in the maintenance of home front machinery, blood donation and planting Victory Gardens; promote V-Mail; urge aid to the Merchant Marine; attack idle gossip; and counsel a deaf ear to enemy propaganda. For copies address Jack Ellston, West Virginia Pulp and Paper Co., 230 Park Ave., New York, N. Y.

SEPTEMBER 15, 1943



## We Cross Butterflies With Darning Needles In Troy

**O**UTSTANDING among the Troy A.B.C. City Zone's many diversified industries is Behr-Manning Corp., noted makers of coated abrasives.

One of their novel products consists of tiny pieces of abrasive cloth poked through the eye of a common needle—a cross between a butterfly and a darning needle they call it. Fitted to a power tool, it permits finishing holes too small to work in any other way.

Because this and many other "gadgets" mean better airplanes and armament and faster production the growing Behr-Manning plant is important to the war effort. Behr-Manning is typical of most Troy in-

dustries which while busy today with essential war work will be busy tomorrow on essential peace-time products. Wages and payrolls here, now at record heights, will continue good.

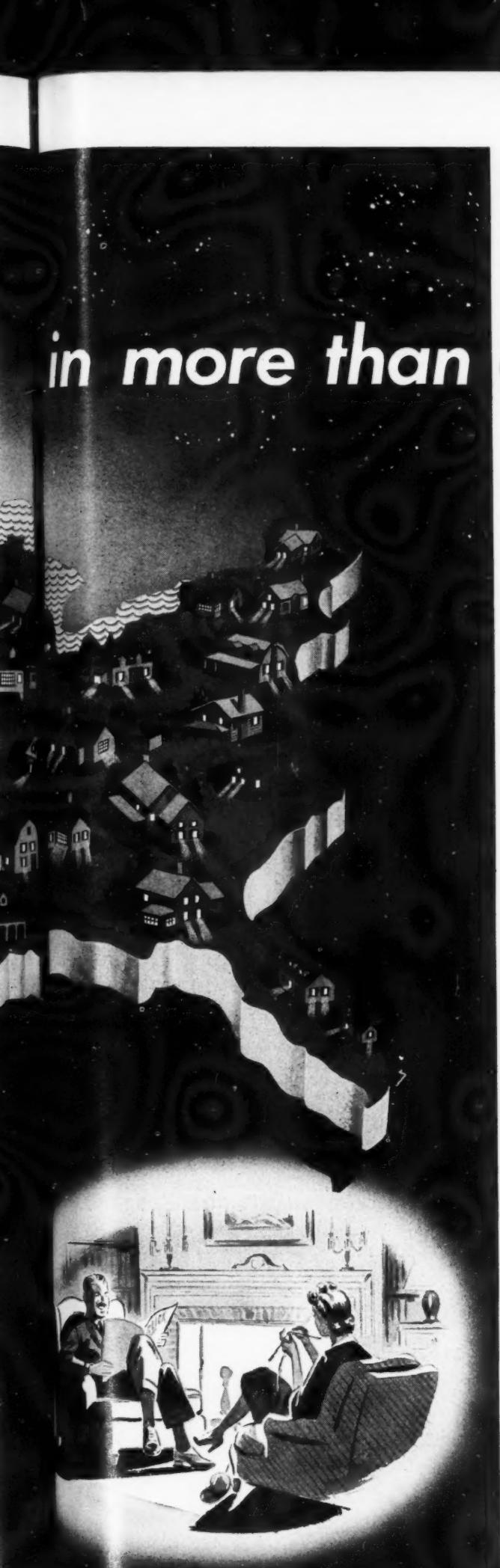
The Record Newspapers, sole Troy dailies, enable you to reach "everybody" in this metropolitan center of 115,000 consumers at a single rate of only 12c per line—lowest cost single-medium coverage of any major New York market.

**THE TROY RECORD  
THE TIMES RECORD**

J. A. Viger, Advertising Manager

# At Home





# in more than a million homes

WHEN a magazine is invited into a million homes each month it's almost "one of the family." CLICK, America's largest monthly picture magazine, enjoys this unique position because it is edited for the family.

Every issue of CLICK contains something for Mother . . . something for Dad . . . something for the boys and something for the girls. Because the new CLICK is packed with universal interest, its circulation has risen 38% in the past year. Every month now *more than a million* Americans pay 10¢ to see "What's CLICKing." And nearly 9 out of every 10 copies of CLICK are bought at the newsstands—positive proof of unforced preference!

CLICK's family-wide appeal is evidenced by the age-groups of CLICK readers\*:

- 24.4% of CLICK readers are 18 to 25 years
- 29.6% of CLICK readers are 26 to 35 years
- 22.4% of CLICK readers are 36 to 45 years
- 23.6% of CLICK readers are 46 years and over

CLICK represents not only a family feast for readers but a mighty market for advertisers. And this market is being made available at the *lowest cost per thousand of any general magazine!* You get a bonus of 250,000 circulation in CLICK, so you get in on the "ground floor," which, you'll admit, is rather rare these days. CLICK is today's opportunity for advertisers who are thinking of maintaining their name for tomorrow as well as today.

# CLICK

America's "Friend of the Family"

\*Daniel Starch, Consumer Magazine Report

Now Open for  
**LOCAL  
SALE :**

## "THE GREEN HORNET"

Currently  
BLUE Network  
6:30-7 P.M.  
Sundays

•  
Five Years  
Coast-to-Coast  
Build-up

## "Ned Jordan - Federal Ace"

Broadcast  
Four Years  
Coast-to-Coast  
over Mutual

KING-TRENDLE  
BROADCASTING CORP.  
1700 Stroh Building  
Detroit, Michigan



When I read editorials admonishing the Nation to guard against inflation, I don't know whether to laugh or cry. If I know what the word means, we are up to our umbilicus in inflation right now.

\* \* \*

Seeing an item here reminded Vollrath's G. M. Cornell that he once heard a small boy boasting that he was born under the sign of Vigoro. I used to say that copywriters are born under the sign of Taurus, the bull. (Yuk, yuk, yuk!)

\* \* \*

Bob Graham writes to say that he likes the swing and the sell of this headline by Standard Rate & Data Service: "We knew full well it would ring the bell, but we didn't expect to hear chimes."

\* \* \*

A local paper headed an editorial on a food-conference: "They Can't Eat Platitudes." How about "Blue-Platitude Special?"

\* \* \*

On my way to the train the other morning, I passed the truck of a local soft-drink bottler. Burned into the wood on the cases was this slogan: "A case of good judgment." I like that. So did Chicago's Edelweiss Beer, as long ago as 1915.

\* \* \*

I've written some flopperoos in my time, but, for my money, the poorest-pulling copy in the world is: "Keep Off the Grass."

\* \* \*

Jim Shirreffs reports that the Los Angeles *Evening Herald Express* also has adopted the column's "Air Forts."

\* \* \*

*Dep't of Understatement:* "To compensate for decreases in customs-revenues, the Underwood Tariff of 1913 embodied a tax on all incomes. The trend of rates has been upward."—Cut-caption in a rotogravure section.

\* \* \*

Maybe I'm getting touchy, but I recall reading recently that a Mr. So-and-so had suggested the lighthouse trade-mark which now rides the mast-head on all Scripps-Howard newspapers. The files at N. W. Ayer, I feel sure, will show in some musty client-report that Harry Thompson suggested the lighthouse when Ayer

had the Scripps-Howard business. However, I did not write the Gettysburg Address.

\* \* \*

A contrib whom I shall call "George," for that is indeed his name, got fed-up with those stuffy help-wanted ads reading: "Our own staff knows about this." He then dreamed-up the ultimate in Classified:

### GRAND OPENING FOR COPYWRITER

The man we want is probably also wanted by the police, so we will take pot-luck and top any reasonable reward. He must come to us with his energies unsapped by over-exertion in his previous connection, and will be able to turn out 200 words of heart-rending copy on one of his good days.

Should also be well-versed in answering telephone, pinochle, and/or flute-playing. Familiarity with the technique of breaking-and-entering also desirable.

Our accounts are entirely industrial and applicants should be able to figure out some way of putting in his time if this kind of copy is not to his taste. He must be able to smooth the paths of account-executives by operating stubbornly on the principle that the client is always wrong.

Must also have capacity to drop rush-job at a moment's notice to draw libelous cartoon of boss. Would prefer he did not report at office in bare feet on account of he sold his shoe-ration stamps in black market.

Salary no object. In first letter, give number of hours required for lunch, opinion on best way of getting rid of the OPA, also specify length of sofa desired in office.

Our own employees know of this advertisement and have given week's notice. Apply in own handwriting if can write. Box 123, care Little Neck Clam.

\* \* \*

Sign on a passing truck: "Ideal Cleaners." I know some people whose ideals could stand cleaning.

\* \* \*

I can just see this copywriter in the throes of composition. He stares at his typewriter, cracks his knuckles, looks out the window, then jumps up crying: "I've got it! Tom, Bill, Eddie . . . look. This is it: 'Floods of suds for dishes and duds.'"

\* \* \*

Jack Lutz, referring to an OWI radio plug ("Get your waste fat into the fight"), says: "Some of us wish we could." You're not kidding, Jack.

\* \* \*

Lou Richardson did all right in *Better Homes & Gardens* with this twist: "Their garden was a pain in the back."



JACKSONVILLE

## Florida's record breaking Income *knows no Summers*

★ Florida's buying power  
is at all-time high—sans tourist!

★ Planes and ships...war  
materials and naval stores are flowing  
out of Florida in a huge stream that  
spells the greatest dollar income Florida  
ever had.

★ This new wealth is  
concentrated in Florida's three major  
markets and their vast trading areas.

★ And you reach this  
new rich market through Florida's three  
great dailies ... at a low cost.



*The over 285,000 combined  
circulation of these 3 great  
Florida dailies gives you thor-  
ough coverage...at low cost.*

TAMPA TRIBUNE

National Representatives

Sawyer-Ferguson-Walker Co.

R. J. Bidwell Co., Pacific Coast

FLORIDA TIMES-UNION

Jacksonville

National Representatives

Reynolds-Fitzgerald, Inc.

Noee, Rothenburg & Jann, Inc., Atlanta

MIAMI HERALD

National Representatives

Story, Brooks & Finley, Inc.

A. S. Grant, Atlanta



## if YOU LIVED IN PORTLAND ...YOU'D READ THE JOURNAL

If you want penetration of the potent Portland Trading Zone, use The Journal. In this area dwell 33% more people than in all the rest of Oregon; a market of 717,588 individuals, where industrial payrolls alone exceed 48 million dollars. Here the daily Journal reaches 22% more families (21,993) than any other daily newspaper.

That The Journal continues to keep pace with this growing market is evidenced by the fact that The Journal's total daily net paid circulation for the 6 months ending March 31, 1943 was 151,888 while the three months average topped 156,000 . . . and 80% of the daily Journal's circulation, 119,676, is concentrated in the Portland Trading Zone.

**Portland's Only Afternoon**

# The JOURNAL PORTLAND, OREGON



Represented by REYNOLDS-FITZGERALD, New York, Chicago, Philadelphia, Detroit, Los Angeles, San Francisco

[ 66 ]

Campbell-Ewald, top-drawer Detroit agency, ran a page in SM recently, headed: "Editorial Advertising." I was delighted to see somebody pick up this expression, for I had urged it six years ago as a substitute for the term "institutional advertising," then in ill favor. In fact, I wrote a piece on the subject for one of the advertising journals.

\* \* \*

Another thing I didn't do was win *Outdoor Life's* slogan-contest with my line: "Dedicated to Doers." Erwin, Wasey's Hal Stebbins won it with his more clever line: "Spokesman for America's Sportsmen." Congratulations, Hal.

\* \* \*

The friendly wag of a little tail, A whimper of heart-deep joy; Nothing this side of Heaven can match The love of a dog for a boy.

\* \* \*

Kudos to Dick Wilcox, speaking of dogs, for his report in *Life* on "Sinbad." It is the best dog-story I ever read. *Reader's Digest*, too, liked it.

\* \* \*

Maybe it isn't a better mouse-trap we need so much as it is better mice.

\* \* \*

"Potato-Chip Plant Destroyed by Fire."—Headline. Now we're getting somewhere.

\* \* \*

"Body-Blow by Fisher" was a neat twist on a familiar line.

\* \* \*

"He sauntered downstairs and walked into the living-room where the President was shaking-up some Old-Fashioneds." — From Walter Winchell's column. You're a first-class reporter, Walter, but obviously no great shakes as a bartender. You don't shake Old-Fashioneds.

\* \* \*

Slogan for Smithfield Ham: "Carries you back to Old Virginny."

\* \* \*

Pedantic Dep't: "A terrific force of explosives were dropped."—Associated Press. It were, eh?

\* \* \*

"Every meal a picnic," chirps Abercrombie & Fitch. Please, not that!

\* \* \*

The Advertising Council decided the slogan for the Third War-Loan would be "Back the Attack with War Bonds." For Pennsylvania's tie-in, I suggested a secondary, supplementary line: "You invest and they'll invade!"

\* \* \*

Slogan for Pepperidge Farm whole-wheat bread: "The Bread that Tastes like Cake."

T. HARRY THOMPSON

SALES MANAGEMENT



In the rich Cincinnati market many changes have taken place since 1940. Consider Manufacturing Payrolls, for instance. They've more than tripled, and now total more than \$400,000,000 a year. There are more people living and working here now . . . each with more money to spend . . . than ever before.

In keeping with this trend, the circulation of Cincinnati's BASIC selling medium, the Times-Star, has gone up, too. But unlike the situation in many other cities, you can still cover Cincinnati through the Times-Star at the same low 30c-per-line rate in effect since 1931.

You get MORE COVERAGE PER CENT SPENT for Times-Star advertising than you used to get before the war! But that's only half the story. The Times-Star delivers your advertising message throughout Cincinnati's 19-county ABC "City and Retail Trading Zone" at the lowest milline rate of all 6-day and Sunday newspapers. So the Times-Star also gives you MORE COVERAGE PER CENT SPENT compared with what you get in any other Cincinnati newspaper.

You need the Times-Star today, more than ever . . . to do your complete duration selling job . . . and to pave the way for postwar sales leadership in this market. Call or write your nearest Times-Star representative.



**CINCINNATI TIMES-STAR**

*First...\**

IN ADVERTISING  
AND DAILY CIRCULATION

HULBERT TAFT, President and Editor-in-Chief

Owners and Operators of Radio Station WKRC

EAST: M. L. Marsh, 60 E. 42nd St., N. Y. CENTRAL: F. D. Burns, 333 N. Mich., Chicago WEST: J. E. Lutz, 435 N. Mich., Chicago

SEPTEMBER 15, 1943

[ 67 ]

# So You Need a New Payment Plan For Your Post-War Sales Force?

Scores of companies have been asking SALES MANAGEMENT how to start the job of laying out a modern compensation plan for their post-war sales forces. This article suggests a practical approach. It shows how to build a plan to meet your own specific selling needs.

BY BURTON BIGELOW

Burton Bigelow Organization  
New York City

(This is Part II of an article in two parts. In Part I of this article, which appeared in the September 1, 1943, issue of SALES MANAGEMENT, Mr. Bigelow analyzed the defects of most sales payment plans, presented the factors he feels should be considered in arriving at a fair compensation plan, and suggested the use of an Allocation Work Sheet to crystalize these ideas on paper. —THE EDITORS.)

If you have difficulty in arriving at a decision as to what you want to buy from your post-war sales force (i.e. what types of work you wish them to perform), it will be helpful if you are able to refer back to the salesman's pre-war job-pattern. What were the salesman's duties? What did he do with his time?

Such a picture of a typical job-pattern was highly useful then; now in revamping your sales pay plan, it is almost indispensable.

Here is the Work Classification Code used by an aluminum cooking utensils company in analyzing its pre-war salesmen's job-pattern and work load:

- 10. Sales Canvassing
  - 11. Making Inquiry Calls
  - 12. Making Sales Calls (not interviews)
  - 13. Traveling Between Calls
  - 14. Waiting for Buyer
  - 15. Miscellaneous Other Canvassing Work
- 20. Sales Presentation (Face-to-Face Contact)
  - 21. Telling the Story
  - 22. Making Demonstration
  - 23. Miscellaneous Sales Presentation Work
- 30. Re-Sale and Re-Instruction
  - 31. Canvass & Presentation with Distributor's men
  - 32. Holding & Directing Sales Meetings for Others
  - 33. Instructing Others — Outside of Meetings
  - 34. Window and Store Display Work
  - 35. Merchandising Advertising
  - 36. Miscellaneous Re-Sale, Re-Instruction and Sales Extension Work

- 40. Personal Betterment
  - 41. Planning Future Work
  - 42. Revising & Keeping Up Sales Portfolio
  - 43. Reading Business Magazines & Books
  - 44. Studying General Extension Courses
  - 45. Studying House Extension Courses
  - 46. Attending Sales Talks & Sales Schools
  - 47. Keeping Up Time Analysis
  - 48. Miscellaneous Betterment Work
- 50. Reporting and Detail
  - 51. Gathering Specially Requested Information
  - 52. Making Reports on Specially Requested Information
  - 53. Making Regular Reports
  - 54. Making Expense Reports
  - 55. Making Credit Reports
  - 56. Handling House Correspondence
  - 57. Writing to Customers
  - 58. Time in Office Not Otherwise Classified
- 60. Service and Complaints, Miscellaneous
  - 61. Standard Product Service Work
  - 62. Standard Complaint Work
  - 63. Rendering FREE Service to Customers (Not included in 61 and 62)
  - 64. Making Good-Will Speeches Before Clubs
  - 65. Other Free Good-Will Service to Clubs
  - 66. Gathering Goat-Feathers Generally
  - 67. Idle Time
  - 68. General Time Not Otherwise Classified

A check of these duties as performed each day for a typical month, for example, quickly gave a picture of the job-pattern. A summary, showing the amount of time devoted to each class of work, revealed the work load. With such a pre-war pattern before him, the sales manager will find his task of developing a post-war compensation plan much easier.

A realistic appraisal of the salesmen's typical job-pattern and work load is important for another reason. Many post-war salesmen were burdened with such a load of extraneous

non-selling duties that they had little time left for actual face-to-face selling. Every sales manager knows that the inevitable overhead which plagues a salesman's day often leaves him with from seven to fifteen minutes only out of every hour for actual customer or prospect contact. If management adds to this already heavy load, still further non-selling duties, they can hardly expect the field man to do any selling at all.

One well known national company selling through drug channels instructed its salesmen to do 39 separate tasks on each drug store call! The list covered 2½ typewritten pages!

The men were required to make 15 calls per day. Even if the druggist permitted the man to attempt the 39 tasks—which he wouldn't permit—we estimated that it would take 48 hours of continuous effort to complete the combined tasks required by management for one day's work.

Both the job-pattern and the work load were impossible of human accomplishment. One salesman confessed: "I find I can't do one-tenth of the things I am ordered to do. So I quit trying to do any of them except get orders!"

## Forget Simon Legree!

The interesting pay-off point is this! Back of this confused situation was a straight commission compensation plan. The sales management was of the Super Simon Legree type, with the sales manager cracking two whips, one in each hand! His pay plan not having given him any financial incentives to help get merchandising jobs done, he had but one device left—drive! drive! drive! As a result, the morale of this sales force was the worst I have ever seen.

The sales manager will find it easier to get distasteful sales jobs done if he incorporates in his pay plan: (1) a basic bonus-incentive as a reward for doing such tasks, or (2) at least sufficient basic flexibility so that he can reward his men at will for those necessary, but slow-to-be-done sales jobs.

Typical top-ranking dislikes of salesmen include: Prospect survey calls, cold canvass calls, call-backs following turn-downs, calls to request "radiation" names, after-sale calls on new customers, customer-reclaiming calls on off-listed former customers,

# Never Underestimate the Power of a Woman!



Nor the Power of the Magazine Women believe in!

Today's Journal audience is as broad, varied, characteristic as today's way of life. The latest new-subscriber survey shows that in 45% of Journal homes checked, more than one person is employed . . . in 25%, women and girls themselves are working.

LARGEST AUDITED MAGAZINE CIRCULATION IN THE WORLD

SEPTEMBER 15, 1943

LADIES' HOME  
**JOURNAL**

[ 69 ]

| ALLOCATION WORK SHEET  |      |  | WHAT I WISH TO BUY FROM MY POST-WAR SALES FORCE  |   |   |                                    |  |  |  |
|--|------|--|--|---|---|------------------------------------|--|--|--|
| HOW I WISH TO PAY FOR WHAT I BUY   |      | BASIC PERCENTAGE RATINGS                     | A TERRITORY DEVELOPMENT<br>Getting New Distribution<br>Getting New Customers.                          | B SALES VOLUME<br>Maintenance of Volume<br>Increase of Volume | C TECHNICAL KNOW HOW & SALES ENGINEERING SERVICE    | D MERCHANDISING KNOW HOW & SERVICE | E TRAINING OTHERS<br>Really a Staff or Supervisory Task. | F _____<br>(Left blank for an additional group, if needed) | TOTALS                                 |
| <b>"The Five Piles"</b>  |      |  | 60 %   | 30 %  | — %   | 10 %                               | — %  | — %  | 100%                                   |
| 1. BASE SALARY<br>(or Drawing Account)<br>for subsistence.<br>("Groceries" money)  | 50 % | Pay \$1500 to meet new outlet quota          |  |   |   |                                    |  |  | \$ 1500                                |
| 2. COMMISSION ON<br>"QUANTITY"<br>"Quantity" of sales in units or dollars, outlets, calls, presentations, demonstrations, etc. | 25 % | Pay \$5 extra for each new outlet over quota | 2% commission on all volume over \$2,000 per outlet per year or equivalent                             |   |   |                                    |  |  | \$ 750                                 |
| 3. BONUS OR PROFIT-SHARING INTEREST<br>Interest in Territory Profits—Net or Gross  | 10 % |  | 1% bonus on all volume on Class A & B items (Long profit items)  |   | \$1 bonus for each window display and store meeting |                                    |  |  | \$ 300                                 |
| 4. LONG-TERM (ANNUAL) BONUS<br>To compel sustained effort.   | 10 % |  | 1% on all dealers sales where volume exceeds territory average   |   |   |                                    |  |  | \$ 300                                 |
| 5. CONTEST OR CAMPAIGN MONEY<br>"Hot-Shot" incentives for special short-term drives.   | 5 %  |  | Save \$150 for campaign awards for each man—the exact use to be decided from month to month in advance |   |   |                                    |  |  | \$ 150                                 |
| 6. _____<br>(Left blank for special group, if needed)  |      |  |  |   |   |                                    |  |  | \$                                     |
| Salesmen's Estimated Annual Earnings:  |      | \$ 1750                                      | \$ 950   | \$ 150  | \$  |                                    |  |  | \$ 2000<br>(Add Contest Money (\$150)) |
| Sales Cost   | %    | Per Unit                                     | 100 %  |   |   |                                    |  |  |  |

#### DIAGRAM A. ALLOCATION WORK SHEET

This work sheet will aid the sales manager in lining up his sales compensation ideas and decisions on paper. (For a complete understanding of this chart, see Part I of this article, on page 24 of the September 1, 1943, issue of *SALES MANAGEMENT*). It combines a method of rating—in percentages—the financial importance of five basic groups of sales tasks (horizontal headings) and of deciding what percentage of the sales compensation dollar is to go into base salary, and what portion into the remaining four groups of incentive pay (vertical columns at left). When this blank has been filled in experimentally, the unfilled squares instantly show the areas of sales operation in which the sales manager has provided very little financial control of activities. In the above illustration, for example, if the sales manager later called upon his men to render the company some technical sales engineering service, or to train others, he would have available no incentive pay to reward them for cooperating in such activities. (This chart will not do the thinking, but it is helpful in organizing both the approach and the experimental decisions.)

complaint and adjustment calls, collection calls.

The average salesman prefers to call on old customers, old dealers, old jobbers. In other words, on old friends—rather than to try to sell new jobbers, new dealers, new customers.

The compensation plan should look ahead and provide definite means—or at least an opportunity—to counteract these pet aversions.

The pressure of the task-and-bonus concept should be brought to bear, not only on secondary tasks which salesmen are reluctant to perform, but also on all intermediate non-volume sales objectives, which are, nevertheless, milestones or way-marks on the road to volume.

The following is a typical, but not necessarily complete, list of such intermediate objectives:

#### Non-Volume Objectives

These objectives should be kept in mind when devising a new salesman's compensation plan. If a sales manager, after his

plan has been adopted, finds himself unable to bring financial pressure to bear on getting his men to work toward these objectives, he will be handicapped to a greater or lesser degree. (This list is not complete—merely a "think-starter").

1. Number of calls per day
2. Number of interviews per day
3. Number of demonstrations per day
4. Number of sales per day
5. Sales of slow lines or slow items
6. Getting new customers—jobbers, dealers, consumers
7. Reclaiming lost customers
8. Getting one-item buyers to take on whole line
9. Getting sales at best terms—bigger payments, shorter time, etc.
10. Window, floor and counter display work
11. Resale work—sales schools, traveling with other salesmen, consumer missionary work, detailing, etc.
12. Selling advertising—direct mail campaigns, dealer tie-ups, etc.
13. Getting mailing lists
14. Pushing long profit lines
15. Eliminating no-profit items
16. Before 9 A.M. calls, interviews and demonstrations
17. After-supper calls, interviews and demonstrations

18. Introducing a new product
19. Small town, off-main-line calls, interviews, demonstrations and sales
20. Increasing ratio of productive time (Time face-to-face with prospect)
21. Better use of sales manual or fact-books
22. Improving ratio of expense to sales
23. Improving ratio of calls to interviews
24. Improving ratio of interviews to demonstrations
25. Improving size of sale unit
26. Selling in full packages (saving broken package cost)
27. Reducing any specified expense—auto expense, hotel bills, etc.

It is impossible, of course, to allow a separate rate or allocation for each of these 27 non-volume objectives. However, if, in setting up his basic pay plan, the sales manager keeps these, and similar objectives, in mind, he will reserve either in the Territory Development sector (see Allocation Work Sheet in Diagram A) or the Merchandising and Training sectors, sufficient compensation money to make task-and-bonus operation feasible on special incentives. Or, if these non-



## IN THE PASTURES

In the pastures, the feed lots, the fields—proving grounds of America's farms—you will find the editors of Capper's Farmer.

Our editors—keenly aware of the need for laboratory tests in developing new farm methods—know that what farmers want and need most is information about new developments which have been farm tested . . . proved under fire.

For this reason, Capper's Farmer articles are tough, practical, down-to-earth—based on experience, not experiment. They give our readers factual information which en-

ables them to profit by the "feed lot experience" of the nation's most enterprising farms. They are the kind of articles that carry weight with folks to whom a farm is both a home and a business.

*Unhampered by small town mass circulation,* Capper's Farmer editors are free to do this kind of job . . . to produce a magazine that brings its readers simple, workable solutions for the everyday problems of practical farming . . . a magazine published solely in the interest of America's farms and farm homes.

## CAPPER'S FARMER

The ONE National Farm Magazine that Speaks the Farmer's Language

SEPTEMBER 15, 1943

[ 71 ]

volume objectives are short-term, then the incentive pay may be supplied from the contest or campaign money "fund."

### Try Experimental Set-Ups

A new sales pay plan is not difficult to devise if the needs of the company are carefully analyzed and if the pattern is constructed bit by bit. But in the process, the pay plan builder faces several surprises, especially in cases where two or more mathematical formulae are combined.

Once fundamentals are agreed upon, experimental computations should be made on several different bases. *The results are not always what you expect!*

The sales manager who wishes to follow some semblance of scientific procedure, will change only one factor at a time as he tries out additional experimental set-ups. Thus, he will avoid the wide, and seemingly inexplicable, differences in final figures which often result from changing more than one factor before making each trial computation.

### Final Plan Should Be Tested

No man is capable of predicting in advance how any given plan will turn out under the widely-varying conditions which may be found even in one company. Consequently, safety demands careful testing of the final plan; use the sales figures of your last pre-war year for this check.

Such a test computation is a tedious process and for that reason, not inexpensive. For it requires much time and clerical labor. It is a job, the major portion of which, falls to the accounting department or a trained sales statistical crew. If your statisticians are already "up to their ears" in work, temporary additional manpower will be needed.

But under no circumstances should the cost of the test computations, nor the amount of elapsed time, nor the shortage of manpower, drive the sales manager to inaugurate his new pay plan before he possesses the realities of a thorough test against one whole year's sales figures. He must first "get the bugs out." To omit the test is to stake his whole reputation as a competent manager on one throw of the dice. He risks a cost ten times—perhaps a hundred times—greater than the cost of making a test beforehand. Only by a test barometer can the sales manager observe accurately the comparative potential results of the proposed new plan in its various phases of operation—with the new salesman and the veteran, in new subsidy territories and in old, fully developed areas. To

compare how Bill Thompson and his colleagues would have come out before the war, had they been working under the proposed new plan, tells the practical, hard-headed sales manager more than a hundred hypothetical computations.

### Let Salesmen Criticize

Somewhere during the process of designing and testing the new pay plan, get the opinions of several of your own salesmen, or of former salesmen. There is no substitute for this step. Invariably, the salesmen will draw attention to some angles that management has overlooked. Furthermore, the fact that key salesmen were called in during the preliminary stages of the re-vamping process will prove a great aid in selling the plan to the men when the time comes to introduce it.

Salesmen should not be asked "What do you think of this new plan?" while it still is in the abstract or theoretical state. The sales manager first should give to the men whose criticism he seeks, a brief statement of his problem, including the defects of the former plan. Then he should state his objectives—what the company is attempting to accomplish with the new plan. Following these preliminaries, the new plan should be presented, not in its bare outlines, but accompanied by test applications which show comparative results of the two plans, each plotted against the same year's sales operations.

Even if the plan threatens to temporarily reduce the salesmen's dollar earnings, show it to the men, nevertheless. If the plan is sound and fair, the salesmen will learn quickly how to increase their "take!" And that, of course, is just what you want them to do!

### 12 "Musts" of a Pay Plan

In conclusion, let us set down a dozen common-sense "musts," essentials in re-vamping your sales compensation plan. Perhaps no plan will meet every one of these requirements, for the best plan is a series of not-too-scientific compromises. Nevertheless, these compromises can result in a pay-pattern that covers the human needs of the salesmen and the economic needs of the business!

1. It must enable the salesmen to earn a fair market price for his services. Such a plan holds good men and attracts others of like calibre.
2. It must guarantee the salesman a basic security wage, while leaving him something to wish and work for.
3. It must be fair both to the sales-

man and to the company, under widely differing sets of conditions, such as (a) In booms and depressions. (b) Through seasonal peaks and valleys. (c) For both new and old salesmen. (d) In both "subsidy" and fully-developed territories.

4. It must be stable, and the potential earnings reasonably predictable. (a) The base factors must not be changeable at management's discretion. (b) Salesmen must be able to estimate earnings in advance.

5. It must provide means for prompt reporting of results. Men not only want the score to be kept; they wish it to be reported promptly and regularly.

6. It must provide means for payments to be made promptly.

7. It must get the selling job done at a reasonable unit cost.

8. It must supply incentives which enable management to get prompt, complete and effective effort applied by the sales force to agreed-upon sales objectives.

9. It must be flexible enough so that management, from time to time, can change the emphasis on objectives, without destroying the basic fairness and effectiveness of the plan.

10. It must discourage unsound selling practices, and encourage sound, ethical procedures.

11. It must be operable at reasonable office cost.

12. It must give the salesman a chance to advance both in earnings and in responsibility as his performance justifies such advancement.

### Sell Plan to Sales Force

Many an otherwise sound sales payment plan has failed to be accepted in the field, because the sales manager's efforts were so completely bound up in the design of the plan, he overlooked the necessity of properly introducing it to his men.

When you change a man's plan of compensation—even if it is for the better—you are probing around in that most sensitive of all areas—the "pocket-book nerve." Salesmen, like other humans, are suspicious of pay changes. They approach any new plan with skepticism, and with the attitude, whether expressed or suppressed, of "Well, you've got to show me!"

And that's exactly what the sales manager should do—show his men, clearly, and unmistakably, just what the new pay plan is designed to do.

The process recommended in the preliminary check-ups (a few key men criticizing the proposed plan) may be followed, with some variations, in introducing the plan to the entire field staff.



## HOLD THE PUBLIC EAR with "war needs" messages

One of the surest ways of keeping your peace time product in close touch with the people, is to associate it *actively* with some *specific* objective of the war effort . . . now.

Tie your trade name in with rationing, salvage, war bonds, car care, anti-inflation . . . or any one of the government's war agency activities.

Make your war advertising play a *realistic* part in winning the war and in restoring the economic balance more quickly . . . when peace comes . . . You can reach 1,253,600 families on WTAM.

*The cost is only \$.000073 per family*

WTAM  
CLEVELAND

NBC NETWORK 50,000 WATTS  
OWNED AND OPERATED BY NBC  
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State the short-comings of the previous pay plan—be frank about it.

State the ideal objectives which guided you in your search for a better plan.

Show how the re-vamped plan meets the objectives—and be crassly frank about its weak spots.

Show the men, in detail, how they would have fared if the new plan had been in effect the last year the old plan was used.

Point out how they can increase their earnings under the new plan by doing a better, more modern selling job.

Then give the men a chance to shoot at the plan, and send them back home with the assurance that this is their pay plan from then on.

Finally—relax—and give the new plan a chance. Let the men get acquainted with it. Write them personal explanatory notes when the first month's reports under the new plan come out. Point out how they have fared better! and indicate, too, how they can capitalize on certain aspects

of the plan to earn still more money.

Even the best plan can be spoiled in its practical every-day effectiveness if it isn't introduced to the men with as much care as was given to its devising and testing.

\* \* \*

To summarize briefly, the sales manager in devising a sound, post-war sales payment plan, will do well to take six important steps: (1) Examine his present payment system to discover why it is unsatisfactory. (2) Evaluate his company's sales objectives and include in his pay plan, financial incentives accordingly. (3) Review the human needs of his salesmen and meet these needs in his plan. (4) Test his tentative allocations of pay against normal sales figures. (5) Invite the criticism and suggestions of several key salesmen. (6) "Sell" his plan to the salesmen in the field.

These steps will not produce a *perfect* plan, but they will produce a workable one, a plan wherein the sales manager not only pays the piper, but also calls the tunes.

Subsequently, a comprehensive plan, complete in all details, was worked out, and bulletins and outlines were prepared for the 5,000 supervisors who will ultimately fulfill the responsibility of training every member of the REA staff. One decision made in advance was to use the conference plan, rather than classroom procedure.

The program was inaugurated in Chicago on July 19, by L. O. Head, president, Railway Express Agency. Officials representing the thirteen operating departments were in attendance, together with other representatives of management, who remained for the six-day session during which the groundwork for the project was laid.

### Take Workers in Confidence

The setting up of this company-wide training program by Railway Express should be of more than passing interest to business and industrial leaders. It is indicative of a growing desire on the part of management to take workers into its confidence and an attempt to make them feel that they are important members of the organizations in which they work. It also reflects a new attitude toward public relations—a feeling that workers should share with management the responsibility for maintaining good relations with the public.

An example of this new policy of encouraging workers to accept responsibility for maintaining good relations with the public is seen in that plank in the new training plan which deals with safe driving practice. The advantages of safe driving are stressed not so much through reminders of the penalties resulting from carelessness, as through the argument that Railway Express trucks are seen by nearly everyone in the United States, and that to the public they represent Railway Express; and that many persons receive their impressions of the Agency from the manner in which these trucks are driven.

According to the "General Outline of Railway Express Agency Employee Training Program," the Agency's loss of experienced employees to the armed forces and essential industries has made it necessary to employ thousands of untrained men and women who could not take up where the old employees left off. This, in turn, led to steady increases in claims for loss and damage, personal injuries and vehicle accidents, "as well as a tremendous waste of energy through non-productive effort and procedure errors."

These losses were not intentional, but the result of not knowing how to do the job. In order to correct this

## Railway Express Opens Training Program for 60,000 Employees

Hit by manpower shortage, burdened with all the problems arising out of "green" help, Railway Express designs an all-company educational plan to lift operating efficiency, to develop leadership qualities, and to improve organization public relations.

MORE than 12,000 of Railway Express Agency's 60,000-odd employees are in the armed forces. This loss would be a serious drain even in peacetime; in wartime, with the agency's facilities taxed to capacity, it is little short of calamitous. But the organization is accepting it as a challenge, by instituting a training program, the long-range benefits of which should more than compensate for the difficulties of the present transitional era.

Although the program was designed specifically to aid new employees, the entire Railway Express personnel will participate in it. Its major aims are to prevent loss and damage to shipments in transit; to encourage safety practices in the operation of the Agency's 15,000 trucks throughout the Nation; to ensure courteous and efficient service to the public; and to encourage workers to develop leadership and to fit themselves for advancement. Since it is the accepted Railway Express policy

to promote from within its own ranks (five top management heads worked their way up to their present positions), this emphasis on the opportunities for advancement inside the organization is well-placed.

The training program is unusual in that it is administered by the department of public relations. K. N. Merritt, general manager of that department, heads it. Alfred F. Hall, superintendent of training, formerly in charge of public relations in the Texas department, has been appointed superintendent of training, and thirteen supervisors of training, one in each Railway Express operating department, will work closely with him.

Before settling upon the form of plan to be used, the Agency's management studied the training field and adapted practices which seemed best suited to the needs of the organization. Mr. Hall, who heads the program, took one of the courses offered by the War Manpower Commission.

"Will you be warm next winter?

Here's help!"



**W**E made out all right last winter even though fuel rationing came on us suddenly. For, thanks to suggestions we found in Better Homes & Gardens, we'd already put our furnace in shape to get more heat from less fuel.

"When this year's freeze-up comes, we're *really* going to be ready for it. For one thing, thanks to Better Homes & Gardens, we know more about running our furnace. And we're following this swell bunch of suggestions to make our home more comfortable and healthful without the benefit of sweat shirts and snuggies.

"I'm certain that thousands of American families, like ours, will keep warmer on less fuel next winter—*thanks to Better Homes & Gardens.*"

**Better Homes & Gardens**  
*America's Family-Service Home Magazine*

*"...thanks to  
Better Homes  
& Gardens"*

No matter where you go these days, you'll hear that statement. For today, Better Homes & Gardens is considered the family-service magazine that is helping most in the adjustment of family life to wartime living. Its readers rely on Better Homes & Gardens for advice on family living problems.

In everything that affects home life today—meal planning, home maintenance, gardening, home furnishing, child care, canning and preserving—Better Homes & Gardens, with its broadly planned, farsighted editing, is regarded as the friendly authority. No wonder its reader intensity has increased 24%.



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FROM MARCH 31, 1943 ABC AUDIT REPORTS

*Coverage figured on 1943 estimated number  
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| AKRON BEACON JOURNAL SUMMIT COUNTY |         |
|------------------------------------|---------|
| DAILY CIRCULATION                  | 105,861 |
| DAILY COVERAGE                     | 100%    |
| SUNDAY CIRCULATION                 | 90,811  |
| SUNDAY COVERAGE                    | 86%     |

### CLEVELAND MORNING NEWSPAPER CLAIMING SUMMIT COUNTY COVERAGE

|                                       |        |
|---------------------------------------|--------|
| DAILY SUMMIT COUNTY CIRCULATION.....  | 12,661 |
| DAILY SUMMIT COUNTY COVERAGE.....     | 12%    |
| SUNDAY SUMMIT COUNTY CIRCULATION..... | 10,958 |
| SUNDAY SUMMIT COUNTY COVERAGE.....    | 10%    |

# AKRON BEACON JOURNAL

REPRESENTED BY: STORY, BROOKS & FINLEY

condition, explains the outline, the Agency's management decided to undertake an employe training program with these specific objectives:

1. Reduce loss and damage claims.
2. Reduce personal injuries and vehicle accidents.
3. Correct procedure errors.
4. Develop leadership and help employees fit themselves for advancement.
5. Make Railway Express service more acceptable to the public.

The first step in the program was the distribution of a "Guide for Supervisors," prepared upon recommendations of a committee which did the

initial work in planning the training program. These guides are serially numbered, and copies have been issued to all members of the Agency who direct the work of others, even in minor capacities.

The "Guide for Supervisors" is an attractive, amusingly illustrated booklet, which tells briefly the history of the company; its relation to the railroads (seventy large railroad companies own it); and how it is operated. It frankly discusses the Agency's problems, explaining how parcel post, low freight rates, motor trucking, and other competition have cut into its earnings.

The qualifications of a supervisor are outlined in the guide in a readable and convincing manner. Cost Control is covered in a way that should make sense even to a minor official with little education, the chapter ending with the sage observation that "no matter how much business the company is doing, if too large a share of the earnings are absorbed in handling, a good job is not being done. It's not the money taken in, but what is left, that counts."

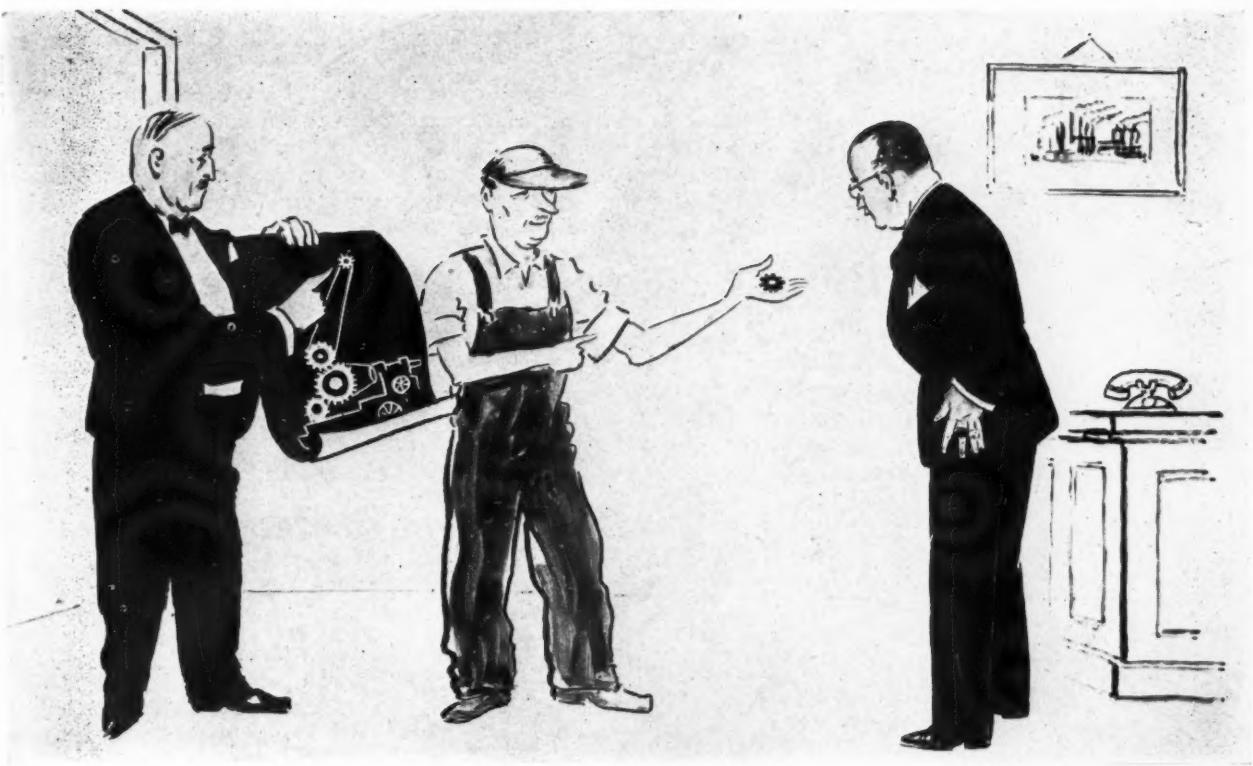
### Introducing New Employes

An interesting section of the book is that devoted to the introduction of the new employe into express service. It is handled in such a way as to make the supervisor feel that he has a stake in making each new employe a useful member of the Agency. It lists some of the advantages of being associated with the express business, and points out that "men rarely leave it of their own accord."

It also states that "Officials of the company are drawn from the ranks and reach their positions because they have demonstrated industry, ability, a love for the business, a capacity to absorb details and master problems. . . . The company's policy is to promote men in the service who show ability, alertness and enthusiasm."

The various services rendered by Railway Express are also covered under such headings as "Air Express Service," "Rail Express Service," "Express Messengers," "Pick-up and Delivery Service," "Traffic," "Receipts," "Order and Commission Business," and "Over-the-Road Truck Service."

"Care and Conservation of Equipment" is discussed in an interesting chapter which sets the investment of the company in equipment at about \$31,000,000, and which points out that through abuse and neglect a motor truck may be worn out in five or six years, as against the ten to fifteen years of service the truck will give if properly driven and cared for. "Good



# CONTACT!

Whatever the future may call for, one fact stands out crystal clear. . . . Management men in all industries will have a far closer contact with operational problems than ever before. . . . New materials, new processes, new gadgets, new methods of distribution will demand decisions so far reaching that they will *have* to be made by Management heads and their immediate advisers.

Educate the Management men of Industry on your new products and your services. Tell your story to them in the magazine that Management says is "MUST READING" — The United States News.

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Daniel W. Ashley, Vice-President in charge of Advertising

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SEPTEMBER 15, 1943

**MEET A *Lucky Belle* FROM  
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Photo Courtesy Hall-Gentry Studio

Lucky Nancy Elaine Black is the daughter of Mr. and Mrs. John Black, Jr., both of whom are building a secure future for Nancy and all America in the huge Boeing Super Fortress plant in Wichita.

Wichita will continue to prosper as long as America continues to fly. All of Wichita's many huge aircraft plants are as important in peace as in wartime aviation.

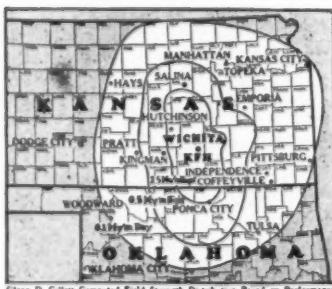
Sales Management says on page 90, August 1st . . . "Wichita, Kansas, after having been an outstanding High-Spot City for many months, but definitely below San Diego, IS NOW SHOOTING AHEAD AT A RATE WHICH, IF THE TREND CONTINUES, WILL CAUSE IT TO PASS THE GREAT COAST CENTER VERY SHORTLY."

Estimated Wichita retail sales exceeds all other cities in the Great Southwest, including Kansas, Oklahoma, Arkansas, Louisiana, Texas, New Mexico and Arizona except only Dallas, Ft. Worth, Houston and Shreveport!

**Put Your Dollars Where They Count!**

Specify that Selling Station in Kansas' Biggest and Richest Market!

**KFH**  
**WICHITA**  
CBS—5000 Watts Day & Night  
Call Any Edward Petry Office



housekeeping is essential in the care of all equipment" is the major theme of this chapter.

Accidents and safety are discussed from the point of view of the supervisor, who should assume responsibility for seeing to it that those working under him drive carefully and do their work in a manner to avoid injuries. A drawing shows the wrong and right way to lift a heavy package.

The problem of loss, damage and delay to shipments now costs Railway Express a large sum of money. Payments of claims do not always satisfy shippers, because some shipments cannot be replaced, or have a sentimental value. The guide reminds supervisors that in addition to monetary loss through such claims, there is another loss when patrons transfer their business to other transportation services. Again, this section of the book is designed to induce supervisors to look at things from management's point of view.

Two weeks after the issuance of the booklet for supervisors, the company also distributed a "Handbook for Railway Express Employes," to old as well as new workers. It contains much of the same information found in the supervisors' booklet, but is presented from the worker's viewpoint. It is illustrated, and it describes working conditions, and answers the questions a new worker might ask about vacations, benefits, insurance, and so on.

### Inspires Pride in Jobs

Particularly interesting is the chapter entitled "Our Public Relations," for it undertakes to inspire workers to feel pride in their jobs and encourages them to try to get more business for the company. In suggesting that they avail themselves of the printed material distributed by the department of public relations, it comments, "You will wish to read and study this material so that you may secure more business and make your job more secure."

The third step in the company-wide program is the one now in process. It was initiated at the conference held in Chicago in July, when the thirteen training supervisors received preliminary instruction from Alfred F. Hall, superintendent of training.

In keeping with Railway Express Agency policy, these men were chosen from within the organization, chiefly on the basis of well rounded experience in the express business, ability to impart knowledge to others, and the ability to get on well with subordinates.

The chief purpose of the six-day session was to "indoctrinate" these

men—that is, to convince them of the value of the training program and to make them *want* to participate in it. Most of the sessions were devoted to instruction in training techniques.

The procedures followed in these preliminary sessions are the same ones these training supervisors will use in training the 5,000 supervisors (men who hold responsible positions in the Agency), who, in their turn, will train the rank and file of personnel. These procedures are carefully outlined in printed bulletins, with accompanying mimeographed "Conference Guides," so that training will be uniform throughout the Agency. Instruction is to be given *on company time*, in two one-hour sessions, or four half-hour sessions, each month.

### By-play Drives Points Home

The procedures suggested are seasoned with showmanship, with dramatization designed to hammer points home; and it is obvious that the program has been prepared with a view to eliminating, so far as possible, the boredom which usually accompanies the classroom learning process. For example, the "Conference Guide" for the first get-together session suggests having on hand such props as a "V" card, showing the total number of Railway Express employes currently in the armed forces; and a set of pyramid easel display sheets, with rough drawings illustrating points to be impressed on the audience of future instructors.

For example, "Start and close on time," is the wording on one sheet, the illustration showing a man pointing to a clock dial. Other texts include, "Talk one at a time," "We expect differences of opinion, but expect no one to get angry," and "Private conversations prohibited—we all want to be in on all discussions."

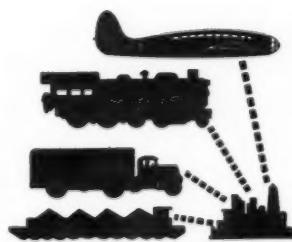
Typical of the bits of by-play sprinkled throughout the sessions is an exchange (instigated by the leader—in the case of the initial conference—Mr. Hall) of dollar bills between the leader and one of the men. It is pointed out that both are just where they started, neither richer nor poorer. But if each gives the other an idea, each then has *two ideas*, and is a gainer through the exchange. This dramatizes the value of the exchange of ideas, which is characteristic of the conference method of imparting knowledge.

Subjects of the two succeeding sessions were "New Employes . . . Their Immediate Training," and "Receiving for Shipments," both of which were conducted as the training supervisors will conduct sessions attended by supervisors in their own operating



## **Minneapolis } and Minnesota } **DOUBLE-M MARKET****

Industrial payrolls in Minnesota are currently running 114% ahead of 1936. Wages paid last year by Minnesota employers totaled almost a billion dollars. The Minneapolis end of the double-M market is a wealthy manufacturing and wholesaling center serving the rich upper Mississippi valley. Leading transportation facilities of the Northwest converging in Minneapolis make it the logical source of supply for this vast area.



And Minneapolis peace-time manufacturers and wholesalers do over a billion dollars worth of business each year!

The double-M market — Minneapolis *and* Minnesota — can be reached through The Minneapolis Star Journal and Tribune. 41% coverage of all the families in Minnesota is available through The Minneapolis Star Journal and Tribune daily; 44% through The Minneapolis Sunday Tribune.

**Minneapolis Star-Journal and Tribune.**

JOHN COWLES • President

STAR JOURNAL (evening) + TRIBUNE (morning) Over 300,000 ★ SUNDAY TRIBUNE Over 350,000

SEPTEMBER 15, 1943



**THE ONLY SINGLE  
100% PREPAID  
(ABC-ABP)  
PUBLICATION  
REACHING THESE  
BUYERS**



**● TRANSPORTATION  
AND DISTRIBUTION**

Rail, motor transport, water and air freight carriers, ports, warehouses, freight forwarders, etc.

**● CARRIER EQUIPMENT**

Freight engines, switchers, freight cars and allied equipment; highway trucks, trailers and allied automotive equipment, etc.

**● HANDLING AND LOADING**

Industrial trucks and tractors, lifts, conveyors, tarpaulins, steel strapping, etc.

**● PACKING AND SHIPPING**

Containers, adhesives, sealing tapes, sealers, bags, wrapping paper, tape-dispensers, paper shredders, boxes, steel strapping, wire tying, stitchers, staplers, etc.

**● FREIGHT IDENTIFICATION**

Stencils, labels, tapes, postage meters, tags, etc.

Write today for more detailed information and for FREE 50 page manual "A Guide to Effective Freight Transportation Promotion." Sales and Advertising Executives are finding it helpful in producing effective campaigns.



42c SO. MARKET ST. • CHICAGO, ILL.

districts. Other subjects to be covered along similar lines, in accordance with material furnished by the department of public relations, are "Starting Rail and Air Shipments Right," "Proper Handling En Route and at Transfer Points," "Delivery Service," "Undelivered Shipments," "Air Express" and "Control of Expenses."

That the program got off to a good start is no accident, but the result of careful planning and the tactful way the project was introduced to the thirteen training supervisors. Superintendent of Training Hall, in Dale Carnegie fashion, disarmed his listeners in his opening address by recognizing the fact that they were probably not eager to become teachers, and that, in fact, they were probably actually prejudiced against teachers.

The obstacles they would meet in carrying out the program were frankly conceded—that the men they were to train in their turn would probably be tired when they report to conferences (even though all sessions are to be held on company time); that most of them would be of mature age and have family cares and obligations to occupy their minds; that there would be a natural antipathy on the part of experienced men toward being told how to do things they have been doing for years, and so on. But to offset this, there was the story of the origin of the program, which was adapted, after careful consideration, from two others, one prepared by leading authorities in industrial training, and the other prepared by a group of educational administrators, psychologists and industrialists. This section of Mr. Hall's talk made it clear that he himself is sincerely convinced of the value of the program adapted for the Railway Express Agency.

**Training the Quick Way**

The objectives of the six-day conference, as outlined by Mr. Hall, were to enable the thirteen supervisors of training in attendance to acquire basic instruction skills in the shortest possible time; to make their instruction work easier; and to make more effective the results of the instruction they were to impart to the 5,000-odd supervisors of the organization.

An important part of this preliminary training was that of proving to the men that merely telling a person how to perform a certain operation, or even showing him how to perform it, does not ensure his knowing how to perform it. This lesson was conveyed not by words, but by bits of showmanlike "business."

For example, the audience was told, with detailed and minute instructions,

how to tie a fire underwriter's knot; and the knot was tied in front of the audience; but no one present was able to learn, from these methods, how to make the knot. Another demonstration involved a coat, which Mr. Hall threw to the floor, and then, with the cooperation of a volunteer, pretended to attempt to put on, acting upon instructions of the hapless volunteer, who was told to assume that Mr. Hall was a Fiji Islander and had never previously seen a coat. The lesson that verbal instructions are inadequate was put across, with humor, by Mr. Hall's deliberate misunderstanding of the instructions, ending in his becoming badly entangled in the coat.

**Lessons Made Practical**

In some of the later sessions, the lessons the men had learned in teaching techniques were given practical application, in subjects related to the express business. Between sessions, they were asked to read certain chapters from the textbooks, "Principles of Trade and Industrial Teaching," by Selvige & Fryklund; and "Handbook of Teaching Skills," by W. H. Lancelot. Eventually, putting into practice what they had learned from the discussions and from their between-session reading, the men put on a number of practice presentations based on subjects they would later have to cover in their own instruction work. Among these were: Air Express Rules and Rates; Proper Use of Telephone; and Checking Packages Before Using a Receipt.

At this writing, the thirteen training supervisors who attended the Chicago conference are busy relaying their recently acquired knowledge to the 5,000 supervisors throughout the organization, who will be entrusted in their turn with imparting this knowledge to everyone employed by Railway Express.

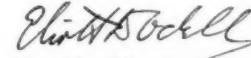
Representatives of top management who attended the Chicago sessions are convinced that the thirteen chief instructors are enthusiastic about the program, and that they will work hard to make it succeed. It is too early, as yet, to determine the degree of success as it filters through the ranks. It is certain that insofar as its success depends upon careful planning and earnest administration, it will succeed. In any event, the project is well worth watching, not only because of its large-scale proportions and because it is the first of its kind, but also because it is a constructive step toward improved industrial relations, and toward a new kind of public relations in which a body of more than 60,000 workers are being asked to participate.



## —“GIVE US A FIGHTING AD THAT TELLS THE HARD-HITTING TRUTH ABOUT THE FASTEST-GROWING MEDIUM IN MARKET No. 1 OF POST-WAR AMERICA!”

*“Listen, boss. We’ve got a book here! For the love of Mike let’s SELL it! Run us the hardest-hitting ad in print! No malarky—no baloney or pie-charts. Just the cold, hard FACTS!”*

So I took ‘em up on it. This is it. Thanks for listening.

  
Elmer D. Ochly  
Advertising Director  
FAWCETT PUBLICATIONS, INC.

We who publish *Mechanix Illustrated* deal daily in terms of an amazing post-war world.

We see things happening in America's laboratories and workshops that are simply astounding.

We were the first magazine to carry the story of the Sikorsky helicopter.

We were the first magazine to carry the story of the rocket guns.

We were the first magazine to carry the story of Radar.

We were the first magazine to carry the story of the Convertaplane.

We were the first magazine to carry the story of diving a plane at 700 miles an hour, January 1942, by Colonel Robert Scott, author of the best-seller “*God Is My Co-Pilot*. ”

We were the first magazine in our field to retain full-fledged foreign war correspondents.

We were the first magazine to feature the World-of-Tomorrow idea . . . AND WE'RE FEATURING THE WORLD OF TOMORROW IN *Mechanix Illustrated*, TWELVE MONTHS IN THE YEAR.

Therefore, Mr. Advertiser and Mr. Agency Space Buyer: What reader in all America is most conscious of the post-war world that's coming?

Who is most likely to be *first in the market* for these post-war wonders?

The newspaper reader? The radio listener? The glancer at weeklies and monthly story magazines?

Hell, no. It will be the people who know how—the people who like to do things with their hands and want to learn what's going on. And they are the people who buy the magazine that reports all these post-war wonders in language they understand.

\* \* \*

Now, let's take a look at proof that *Mechanix Illustrated* is your No. 1 Market in the post-war world:

—three years ago, the circulation of *Mechanix Illustrated* stood at 150,000. Today (circumscribed only by paper shortage) it is well over 400,000, with 97.5% newsstand, highest ever attained in this field.

—at its newsstand price of 15¢, it is selling better than at 10¢ a year ago.

—it gained 49.1% circulation in the past year alone, against 9% and 3% gains by the two other leaders in the field.

—based on 1943 first-six-months-figures, it delivers 945 primary readers per advertising dollar, as against 839 and 776 for the other two.

—its October 1943 issue will show a gain in advertising revenue of 176% over October 1942. For July 1943 *Mechanix Illustrated* shows 110.7% gain against 25.5% and 49.7% for the other two.

—thanks to its huge newsstand circulation, it is outpulling the other two hands-down on correspondence

schools, patent attorneys and other show-me projects it carries.

—of our 400,000-plus newsstand readers, practically all are men. Growing boys. Fathers and sons.

—they like to do things—make things. Got a little work-bench in the cellar or out in the garage. They are the mechanical oracles on their block—back-yard consultants for the whole neighborhood.

And here is the fact that tops them all:

—79.6% of *Mechanix Illustrated* circulation are males under 34 years of age. They belong to the future—the post-war as well as the present.

Yes, Mr. Advertiser and Mr. Agency Space-Buyer, here it is: *Mechanix Illustrated*, your post-war Market No. 1 in a nut-shell. \* \* \*

I believe these facts speak for themselves.

I believe the readers of *Mechanix Illustrated* are your Post-war Market No. 1. To coin a phrase, I say it again, and again, and again.

It is the best buy of its kind I ever tried to sell.

One of the Great Family of Fawcett Magazines

**MECHANIX  
ILLUSTRATED**

FAWCETT PUBLICATIONS INCORPORATED

NEW YORK: 1501 B'way • Longacre 3-2800

CHICAGO: 360 N. Michigan Blvd. • Central 5750

LOS ANGELES: Simpson Reilly Ltd.

403 West 8th Street • Michigan 7421

# On the Wartime Sales Front

## Riding to Victory

Electrolux Corp. has developed a new technique for wartime's ride-sharing plan, which has eliminated a great deal of managerial guess-work in certifying employees to their ration boards for extra gasoline and tires.

The heart of the plan is a wall chart and a large detailed map. The garage location of each car is shown on the map by a pin which is colored

to indicate the drivers' working shift and bears the car's serial number. The chart has six columns for listing the car's serial number, the driver's name, and the name of each passenger he carries.

When a new employe applies for a ride, it is easy for the clerk to locate, almost instantly, the car nearest that residence which has space available on the applicant's shift. The clerk gives the driver's name, address and

department to the applicant, and the same information about the applicant to the driver. When the two have succeeded in making a satisfactory arrangement, the applicant returns his form filled in with the driver's name, and the records are made to conform.

An important feature of the plan is the marking plate attached to each ride-sharing car, bearing its serial number and the company's trademark. The plates were first issued at the request of a number of women in the plant so that they might quickly identify the cars scheduled to pick them up during the early morning hours.

The markers make it easy for riders to find their respective cars in the parking lot when a shift goes off duty, and also help to identify the car as an official driver car entitled to consideration for additional gasoline and tires.

**Does WENR produce results?**

**LET AN ADVERTISER TELL YOU**

**Wade Advertising Agency**  
RADIO, NEWSPAPER AND MAGAZINE  
Advertising  
200 N. WASHINGTON ST.  
CHICAGO 6  
July 26, 1943

Mr. E. P. Boroff,  
General Manager,  
Radio Station WENR,  
Chicago 54, Illinois.

Dear Mr. Boroff:

The Morris B. Sachs Amateur Hour has been broadcast over your station WENR without interruption every Sunday afternoon since 1934 for the Morris B. Sachs store of Chicago.

It is difficult even for advertising men to understand how an independent store like Morris B. Sachs, which is located ten miles from Chicago's Loop, can use a full hour program on a 50,000 watt station like WENR, every Sunday for almost nine years and make it pay, but that is exactly what using Station WENR has done for us.

This one hour Sunday afternoon program on WENR was granted first by the Chicago Federated Advertising Club for one of the best local radio programs in this area. Over this long period of time, the success of this program has come to be looked upon as a cornerstone in the history of radio broadcasting for retail merchants, not only in Chicago but throughout the nation.

On behalf of Mr. Sachs, we want to tell you that we appreciate all the careful and painstaking cooperation that your organization has given us on the part of WENR over the past nine years, and we hope to be with you for nine years more in this highly successful and result-producing association.

Cordially yours,

Wade Advertising Agency  
H. A. Wade

WAD

As Mr. Wade says, "It is difficult even for an advertising man to understand how an independent store like Morris B. Sachs, located 10 miles from Chicago's Loop, can use a full hour program over a 50,000 watt station like WENR every Sunday for almost 9 years and make it pay, but that is exactly what using WENR has done."

Now is a good time to find out what WENR can do for you!

# WENR

50,000 WATTS • 890 KILOCYCLES  
A CLEAR CHANNEL STATION

Owned and Operated by the  
Blue Network Company

Represented Nationally by Blue Spot Sales  
New York • Chicago • Hollywood • Detroit

Leaders of the late potato producing states, meeting in Washington, recommended that the OWI and the War Advertising Council jointly undertake an advertising campaign to move into consumption the unusually large crop of potatoes this year.

## Keyed-to-the-War Premium

Bell-Brook Dairies, San Francisco, which sells to grocers, has an idea which is making it very popular with dealers. It is a highly practical war ration book envelope-jacket protector, made to carry the name, address and telephone number, not only of the ration book holder, but of the holder's grocery store. Enclosed are instructions to return the ration books to the owners or to the "friendly independent dealer" whose name is listed.

The protectors are blue gray, made of a very tough light card stock.

Bell-Brook Dairies has made an initial printing of 17,000 of the jackets and announced their availability over the radio stations carrying their advertising. Housewives are told about the jackets and invited to mail a postal card to the station, giving their own names and addresses and that of their food stores and then to pick up the ration book holder from the store.

As soon as a card is received, it is typed up for record keeping. The dairy route men personally deliver the jackets to each of the grocers on their routes and the grocers pass them on to the customers. Already 10,000 of the jackets have been distributed.



*"I hear they had to expand their  
National Advertising Department in a hurry!"*

SLIGHT exaggeration, of course. But our national advertising department is bulging quite a bit these days. Just glance at The Enquirer's national lineage figures for the first six months of this year, and you'll understand why.

The Enquirer's gain in national lineage actually topped the gain of both the other Cincinnati papers *combined*. And there's a reason. National advertisers are taking the tip-off from local retailers...they're choosing the 100-year-old Enquirer because it is the greatest opinion-forming and action-getting newspaper in this town. And with the most economical milline rate!

If you are planning for right-now sales or a solid post-war business in Cincinnati, put The Enquirer on your schedule.

*National Lineage Figures*

*First Six Months 1943*

*vs.*

*First Six Months 1942*

|                         | Lines Gained | % Increase |
|-------------------------|--------------|------------|
| The Enquirer (combined) | 246,862      | 33.3       |
| Daily Enquirer .....    | 176,924      | 55.4       |
| Sunday Enquirer.....    | 69,938       | 16.6       |
| Afternoon Paper "A"...  | 76,814       | 8.0        |
| Afternoon Paper "B"...  | 85,777       | 13.6       |

Source: Media Records

THE SWING IS TO  
**THE CINCINNATI ENQUIRER**

Represented by Paul Block and Associates

SAYS GOOD MORNING TO ITS READERS AND GOOD BUSINESS TO ITS ADVERTISERS  
SEPTEMBER 15, 1943

## Idea Exchange

Nash-Kelvinator Corp., Detroit, has made public the full details of a new project designed to broaden the exchange of timely ideas and suggestions for solving wartime homemakers' problems as they arise.

Each month Kelvinator will announce to the Nation's home economist by means of a four-page front-of-the-book supplement in the magazine, "What's New in Home Economics," a timely project selected in advance by a panel of Washington authorities. Project No. 1, already

announced, covers the subject, "Aids to home preservation of fall vegetables and fruits."

Forty War Bonds will be offered to those home economists who offer ideas and suggestions on the current subject.

A board of judges, composed of Washington authorities will select the 40 best contributions.

Kelvinator will then publish each month's selections in a series of pamphlets entitled "Helps for Homemakers." These will be available from Kelvinator to all home economists throughout the country for use in

their wartime work and for distribution to individual housewives.

Utility companies and appliance dealers who have been advised of the new project have endorsed it enthusiastically.

Grocery Manufacturers of America, New York City, are planning an advertising and promotion campaign to inform the public on the distribution and production of food during wartime.

## How to Understand Maps

Two of the most important words in the world today are global geography, for people are learning that global geography will be an important player in determining the status of the world we live in.

Today, wherever you may live, no spot on the globe is farther than 60 hours flying time from your local airport.

In order to contribute to a better understanding of the new global geography, Consolidated Vultee Aircraft Corp. engaged the services of three men to prepare a booklet on "Maps and How to Understand Them." The men were Richard Edes Harrison, noted cartographer, whose maps are familiar to readers of *Fortune* magazine, J. McA. Smiley, who has frequently assisted Mr. Harrison in the preparation of his maps, and Henry B. Lent, whose books for the Macmillan Co. have been used widely as supplementary school readers.

Copies of the book can be obtained by writing to W. W. Sherrill, Public Relations Department, Consolidated Vultee Aircraft Corp.

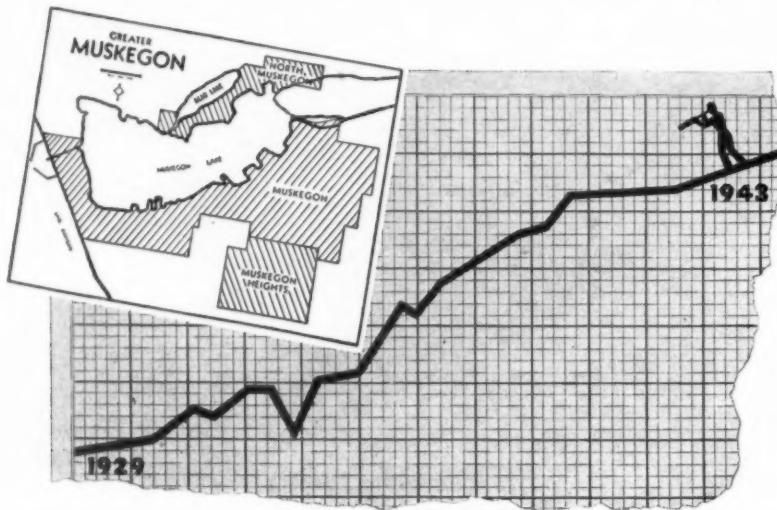
Synthetic or natural rubber may now be used freely, as the supply permits, as a sealing medium for closures for food glass containers. All limitations have been eliminated from Conservation Order M-104.

## Bye Bye Baby

To meet the growing crisis in baby transportation, a Chicago hardware wholesaler has revived an old-time type baby carriage, one without wheels, rubber or strategic metals. The new model is simply a strip of awning canvas, three feet by two feet, which when looped over forms a basket.

The canvas basket was originally designed as a substitute for the brass basket. The new usage was developed by a western buyer, who claimed that there wasn't a baby buggy left at home, and that he had to produce some type of carriage—or else.

# Those were the Quiet Days in 1929... says Muskegon!



## A BOOTH Michigan MARKET

Few American cities have shown the industrial expansion of Muskegon, Michigan, during the last eighteen months.

Factory output last year totalled a quarter billion dollars—double that of any previous year. Payrolls were seventy million dollars. Employment was 70% greater than in 1929.

Greater Muskegon today includes three cities with a total population of 82,753 and with a city and retail trading zone population of 134,055. (Standard Rate & Data)

The Muskegon Chronicle, with a daily circulation of 33,878, covers this busy market practically home by home.

For further facts, call Dan A. Carroll, 110 E. 42nd Street, New York City 17, N. Y., or John E. Lutz, 435 N. Michigan Avenue, Chicago 11, Ill.



## MUSKEGON CHRONICLE



## "Out of This World!"

\$160,000,000,000.00 each year!

That's the value of the checks which New York banks clear each year to handle the city's trade. Those figures help to picture the stupendous business conducted here.

To handle this business, the Port of New York has facilities that are simply inconceivable. Here converge one major inland waterway, 6 air transport lines, 12 major railroads, 110 steamship lines, 450 motor carriers. As many as 275 ships load and unload here at one time. There is capacity to handle 1400 freight cars daily.

To give every New York business man the full benefit of these advantages, the world's greatest system of bridges, tunnels, highways, terminals, warehousing and markets has been created. It provides for efficient handling and savings in time, financing and insurance that spell real economy for the shipper.

Today the future of New York City is brighter than ever. In the tall towers that thrust their peaks into the clouds, our industrial leaders are planning still greater

facilities, larger markets, more bridges, tunnels, highways—and above all, more economical, efficient use of them for New York's business men.

*The New York Times invites you to share this city's future. Let us put you in touch with men who, with full cooperation of City Departments and of a unique group of leading business men, can tell you the many advantages offered here for the development of your enterprise.*

*Just write to the Publisher, West 43rd Street.*

★ ★ ★

**One business man says: ". . . The New York City port shipping facilities are to us, as the boys in the service express it 'Out of this world'. And in addition to excellent shipping facilities, there is in this City a broad consumer market for our product and a large number of distributors for it. It would be difficult to find a more suitable home for us."**

### The New York Times

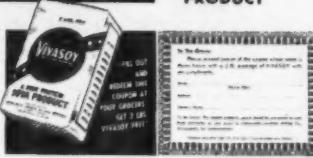
"ALL THE NEWS THAT'S FIT TO PRINT"

# FREE 2 lb Package of the NEW FOOD SENSATION

# VIVASOY

A HIGH  
PROTEIN  
SOYA  
PRODUCT

JUST REDEEM THE COUPON AT YOUR GROCER'S  
You'll never eat the same high protein meal again! That's why we're giving away free Vivasoy to the first 100,000 people who mail in their coupon. Vivasoy is a new taste thrill with the high nutritional value of meat, eggs and milk.



## VIVASOY... a new TASTE-THRILL with the HIGH NUTRITIONAL VALUE of MEAT, EGGS and MILK

VIVASOY... especially prepared from one of nature's finest foods, soybeans, will add a distinctive flavor to the foods you prepare every day. But it's more... VIVASOY is an excellent source of protein. It has approximately 12% protein, more protein than either meat or eggs. It is a simple, nutritious and easy-to-digest product—soybean flour. VIVASOY is a complete protein substitute as also rich in vital vitamins of the B complex and others, plus minerals and fiber.

It's necessary for wartime health. Use it in some way every day.

INTERNATIONAL AMBASSADORS PRAISE  
the FOOD VALUE of SOYA PRODUCTS

10. Other Ambassadors say this  
about VIVASOY:



# WARTIME AMERICA HAILS NEW MIRACLE FOOD

ADDS as much Protein as up to

5 EXTRA POUNDS OF MEAT A WEEK  
to Your Family's Meals!



A whirlwind promotion job is beginning. Mr. and Mrs. America are going to learn about the nutritional advantages of soya—for the manufacturers of soya products are breaking advertising campaigns in September and October, aimed at local markets in which they are seeking distribution. Witness the ad for Vivasoy (left)—the first of a series of test promotions on the product manufactured by Commander Larabee Filling Co., Minneapolis—and the ad for Stoy, part of the smash-campaign planned by the Staley Manufacturing Co., Decatur, Ill.

## Coming Soon: Aggressive Promotion For Soya, That Miracle Bean

Soybeans are hot news. Research on their use is bearing fruit. Supplies are increasing. This fall Mr. & Mrs. America, through advertising and through government publicity, will learn more about soya's nutritional advantages, will be introduced to new soya products, including flours, pancake mixes, and powdered soups.

BY LESTER B. COLBY

If, when next you eat peanut butter, you find that it does not stick to the roof of your mouth, it is quite likely that something from the soybean has been added. That is just one of the many new uses found for that miracle bean. Five years ago a list of the known uses for soybeans in the grocery trade was issued. Thirty-seven products were mentioned. Today, approximately 4,000 grocery items can utilize soya to advantage.

Chemists, in various laboratories and experimental kitchens, have been working long hours on research to develop the use of soybeans and soybean

products in the food industry. They promise to open up an entirely new field.

Manufacturers who are about to launch new brand names, and who are quietly making tests in a number of isolated markets with newspaper advertising, have been cautiously feeling their way. These tests give promise that early this fall a number of the leaders will launch large advertising campaigns.

In promoting their products, these companies will find that much groundwork has been done. Government publicity, stressing the high protein con-

tent of soya, already has reached the public. In addition, the Government plans to extend its educational campaign through magazines, newspapers and radio. County agents, women's clubs, public schools, home economics authorities, and others, will take up the cry with the blessing and help of federal agencies.

Obviously, the nutritional advantages of soya are to be impressed upon the minds of the people—and soon—as no other product ever has been promoted in the past. And one feature of the product stands out especially: There isn't a shortage problem.

As an industry the manufacturers of soybean flour and other soya by-products have not been sufficiently organized as yet to carry on an overall promotion. Therefore, the advertising, which will break largely in September and October, will be carried on by individual companies. Much of it will be run in newspapers because, with production still limited due to the wartime shortage of equipment, the drive will be aimed at local mar-

# TAKE TO THE AIR

## IN AN AIR-MINDED WORLD RADIO IS THE FIRST LINE OF COMMUNICATION

The war has accentuated the clearly charted and rising peace-time preference for radio.

For business chiefs at home as well as the chief of staff at the front, radio is the first line of communication. It is maintaining the well-earned leadership of accepted brands and earning new laurels for war-time products.

Last century's "Go West Young Man" has been supplanted by today's "Take To The Air". And when you follow that course in Hartford, go by the "Rule of 3". Get WDRC's winning combination of coverage, programs, rate.



BASIC CBS HARTFORD

# WDRC

CONNECTICUT'S PIONEER BROADCASTER

INDIANA'S 2ND LARGEST MARKET

## ... "I haven't missed a day's work since 1934"

"The wife, the kids—and me—we're getting along just dandy. Next payday we'll burn the mortgage on the house."



Such family groups are typical of Fort Wayne. For here is a city of steady employment...of home owners...and children...and household pets...and Victory gardens.

Significant is the fact that in 1934 there were 11,000 wage earners employed in Fort Wayne and during the latter years of the depression . . . 1938 and 1939 . . . 16,000 were employed. (Today the figure is 32,000.)

Depressions don't mean much in Fort Wayne. It's a sta-

ble market...the kind of market that bears every evidence of continuing as a most dependable market when this global war is ended.

The News-Sentinel is delivered by carrier to 97.8% of all homes in the City of Fort Wayne six days a week.

## The News-Sentinel

Fort Wayne's "Good Evening" Newspaper - Established 1833  
FORT WAYNE, INDIANA

NATIONAL REPRESENTATIVES: ALLEN-KLAPP CO. • NEW YORK—CHICAGO—DETROIT

## WHAT IS THIS MARKET CALLED PANTAGRAPH LAND?

First of all, it is really two markets—Agricultural and Industrial. Each is wealthy—each is here to stay!

PANTAGRAPH LAND'S 4912 individual farms average 190.8 acres each! In one year they produce 32 million dollars' worth of farm products. PANTAGRAPH LAND'S industries turn out 40 million dollars worth of goods annually . . . have an annual payroll of nearly 9½ million dollars a year. These farms and factories were here BEFORE the war, will be here AFTER the war!

There's only one way to reach this rich, dual market—through the pages of the Bloomington Pantagraph. With but one expenditure you can reach every home in Bloomington-Normal; 84% of the homes in McLean County; 71% of the homes in the Trading Area.

### A RICH RESPONSIVE MARKET

Pantagraph  
BOTH AGRICULTURAL AND INDUSTRIAL WEALTH  
The Daily Pantagraph  
Bloomington, Illinois

New York

Gilman, Nicoll & Ruthman, National Advertising Representatives

Boston • Philadelphia • Chicago • San Francisco

[ 90 ]

kets in which distribution is being established.

One of the leaders in the movement is the A. E. Staley Manufacturing Co., Decatur, Ill. A few weeks ago this company began tests in eight widely scattered markets, using both newspapers and radio. These tests were in Providence, R. I.; Utica, N. Y.; Harrisburg, Pa.; Columbia, S. C.; Sioux City, Ia.; Peoria, Ill.; Shreveport, La., and Sacramento, Calif.

Full-page space—a real smash—followed by smaller display, with a five-times-a-week transcribed daytime serial, were employed. The method of promotion is similar to that used to promote Staley's cube laundry starch, corn starch, and corn syrup. Point of sale material includes recipe books for dealer distribution and tested recipes using soybean flour. Staley's flour carries the trade name, Stoy.

Soybean flour is used generally in mixture with wheat flour. Because of the nature of soybean flour and its high protein content, this is commonly advised. Recipes include its use in bread, cakes, cookies, pies, and puddings; also with meats as in patties, meat loaves, stews, meat pies and gravies. The price will be around 15c a pound.

One pound of soya flour, according to claims, contains about as much protein as 2½ pounds of lean meat; 2 pounds of American cheese; 7½ quarts of milk; or 36 ordinary-size eggs. Thus, if there is a shortage of these items, soya flour, if used regularly, will meet the requirements.

### Ready to Supply the Market

Soya products have been merchandised for some time through "health stores" and have had liberal acceptance. The aim now is to lift them from this category and to obtain general acceptance through groceries.

Durkee's is another name to watch in the development of soya. This old and established house has been equipping for production and has been waiting only to be in a position to supply its market. Liberal promotion is expected: it probably will originate in Chicago.

Others coming into the field include the P. D. Ridenour Co., Chicago, with a pre-cooked soya flour; Soy Food Mills, Chicago, featuring Golden Mix for muffins; Vee-Bee Co., Chicago, with Vee-Bee soybean flour; Confections Co., Chicago, Soy King pancake mix; Commander-Larabee Milling Co., Minneapolis, Vivasoy flour; Central Products Co., Chicago, a dry powder soup; and Traficanti Bros., Chicago, with a soya noodle soup mix. National Biscuit Co., Chicago, is producing Na-

SALES MANAGEMENT

bisco Soyas, and Durkee's is making a product known as Soya Bits, along with a soya flour.

The Soy Flour Association, with headquarters in Chicago, has established testing kitchens and is constantly testing known recipes and developing new recipes for general distribution. It also is doing general educational work to speed up the general acceptance of soya flour in both industrial and home use. Among the manufacturers supporting the association are the Archer-Daniels-Midland Co., Minneapolis; Central Soya Co., Inc., Fort Wayne, Ind.; The Glidden Co., Chicago; Spencer Kellogg & Sons, Inc., and the A. E. Staley Manufacturing Co., both of Decatur, Ill.

#### Educational Work in Progress

This organization is actively spreading the Government's story of soya products and their uses, and doing a general educational job for the benefit of its members and of the industry as a whole. For the present, however, it has not developed the mechanics for a broad paid advertising campaign.

The Soybean Nutritional Research Council, working from the same offices, has issued a booklet entitled, "The Story of the Soy Bean." This stresses the soybean as a money crop and especially as feed for cattle, hogs, sheep, poultry, and other domestic small animals, including dogs, foxes and various fur-bearing animals.

It tells something of the colorful history of the soybean, saying: "The soybean, native of eastern Asia, is one of the oldest crops known to man. It was grown extensively long before written history began—some say 25,000 years ago. First record of the plant seems to be in a Chinese book on *Materia Medica*, called 'Pen Ts'ao Kong Mu,' written by the Emperor Shen-nung in 2838 B. C.

"Even the name is cloaked in mystery. To the early Chinese one word, 'Shi,' meant the salted bean; another word, 'Yu' designated a condiment. It was simple then to combine the two words into 'Shi Yu' and apply the term to the plant as well as the bean.

"The soybean was long in finding the western world. Introduced into France as early as 1740 and in England in 1790, it was not until 1804 that the first soybean came to America, and then only as a curiosity cultivated in botanical gardens. It was not until the latter part of the nineteenth century that its commercial importance began to be suspected."

In recent years more than 7,000 seed samples, representing some 2,000 distinct types, have been imported from the Orient. After tests, a large portion

# Cut AIR EXPRESS COSTS by packing compactly



**AIR EXPRESS** shipments receive such careful handling that the need for heavy cases and bulky packing is often eliminated. Whether your shipment weighs a pound or a ton, follow these two simple rules to cut **AIR EXPRESS** costs and to save space vitally needed for war goods:

1. Pack compactly, but securely—to obtain best ratio of size to weight.
2. Break large shipments into smaller units whenever possible.

And for fastest delivery—ship early, as soon as package is ready—as early in the day as possible.

#### Air Express Speeds War Program

**TODAY**, **AIR EXPRESS** not only serves the home front but is also working hand in hand with the Army and Navy to supply our fighting fronts the world over.

**TOMORROW**, **AIR EXPRESS** will girdle the globe in international peacetime commerce . . . to bring all foreign markets to the doorstep of American business.



Phone RAILWAY EXPRESS AGENCY, AIR EXPRESS DIVISION

Representing the AIRLINES of the United States

WRITE for our quick-reference handbook on "How to Ship by **AIR EXPRESS** During Wartime." Dept. PR-3, Railway Express Agency, 230 Park Ave., New York 17, N.Y.

of these were discarded. Today somewhat more than 100 named varieties have gained acceptance in the U. S.

Interest was stirred in soybeans during World War I. An oil shortage developed at that time and scientists turned to soya for help. It was not until the '30's, however, that attention was concentrated on the possibilities of the bean as a money crop. Chemists found that more things could be done with the soybean, probably, than with any other agricultural product.

The United States Regional Soybean Industrial Products Laboratory was set

up at Urbana, Ill., and research was sparked. Soybean plastics was one of the fields opened; soya oils and other products soon played a part in more than fifty industries. These soya products are now used in paint, printing ink, linoleum, oil cloth, foundry cores, soap, and rubber substitutes. It is a base for an excellent glue. Fertilizer is one by-product.

Probably, this year, something very close to 2,000,000,000 pounds of soybeans will be grown in America, and one of the most important features of the crop is that, being a legume, the

soil is richer after the crop is harvested than before it was planted. Soya is known as a soil-invigorator.

In Chicago, the "wagon drivers" of the United States recently held a wartime "ration conference." They are organized as the National Food Distributors' Association. These are the "store door peddlers," and there are some 60,000 of them. They serve, it is estimated, 600,000 food outlets. Under peacetime conditions they travel, with their trucks, about 30,000,000 miles each year, making some 12,000 stops.

When these distributors decide to promote a product, they can become an important tool in its introduction. At the exhibition held with the conference it was noted that the soybean display was given a more important position than any other product.

#### . . . but There Are Hurdles

The soybean industry recognizes the fact that it has a big job. Here are some of the hurdles:

1. Soya products, as food, are new and as yet almost unknown.
2. The public has not yet developed a "taste" for foods made of soybeans—and this taste must be developed.
3. There may be a danger that the public, through ignorance, may misuse soya flour. It is so rich that it should be used with other flours.
4. It is best used in small quantities in mixes.

5. Obtaining acceptance of soya is certain to be a "selling job." Most people have to be *made* to want something which is far from their minds.

The easiest part of the job is selling soya to industrial users. Soya is now being used in a large variety of eatables, such as candies, cakes, cookies, bread, sausages and so on. Manufacturers are using it with the blessing of the Government.

At the conference in Chicago a "soybean luncheon" was given. Soya was used in a creamed soup, in spaghetti, a soya-and-ham patty, in bread and rolls, and in cake and cookies.

E. L. Rhodes, representing the Soy Flour Association, gave a short talk:

"I think," he said, "you would all like to know what you have eaten. There were enough proteins in the soup alone to suffice for a day. In the patty and the other items, enough to suffice for several days. Don't worry, it won't hurt you. But if you ate everything offered here, you were a pig."

Donald S. Payne, chief of the Soya Products Division, Grain Products Branch, Food Distribution Administration reading from a paper which he had prepared, stated:

"From a merchandising standpoint,

## ONE PAPER COVERS This Major Wartime Market



The latest survey of wartime population trends in metropolitan markets shows St. Joseph County—South Bend—again leading as the second largest market in Indiana.

Registrations for the 1943 ration book No. 2 give St. Joseph County—South Bend—an increase of 4.5 percent in population or a total of 169,046 people.

The effective buying power in this market for 1942 was \$178,148,000—a gain of 23.3 percent over 1941. The money going out to prospective buyers increases every pay day.

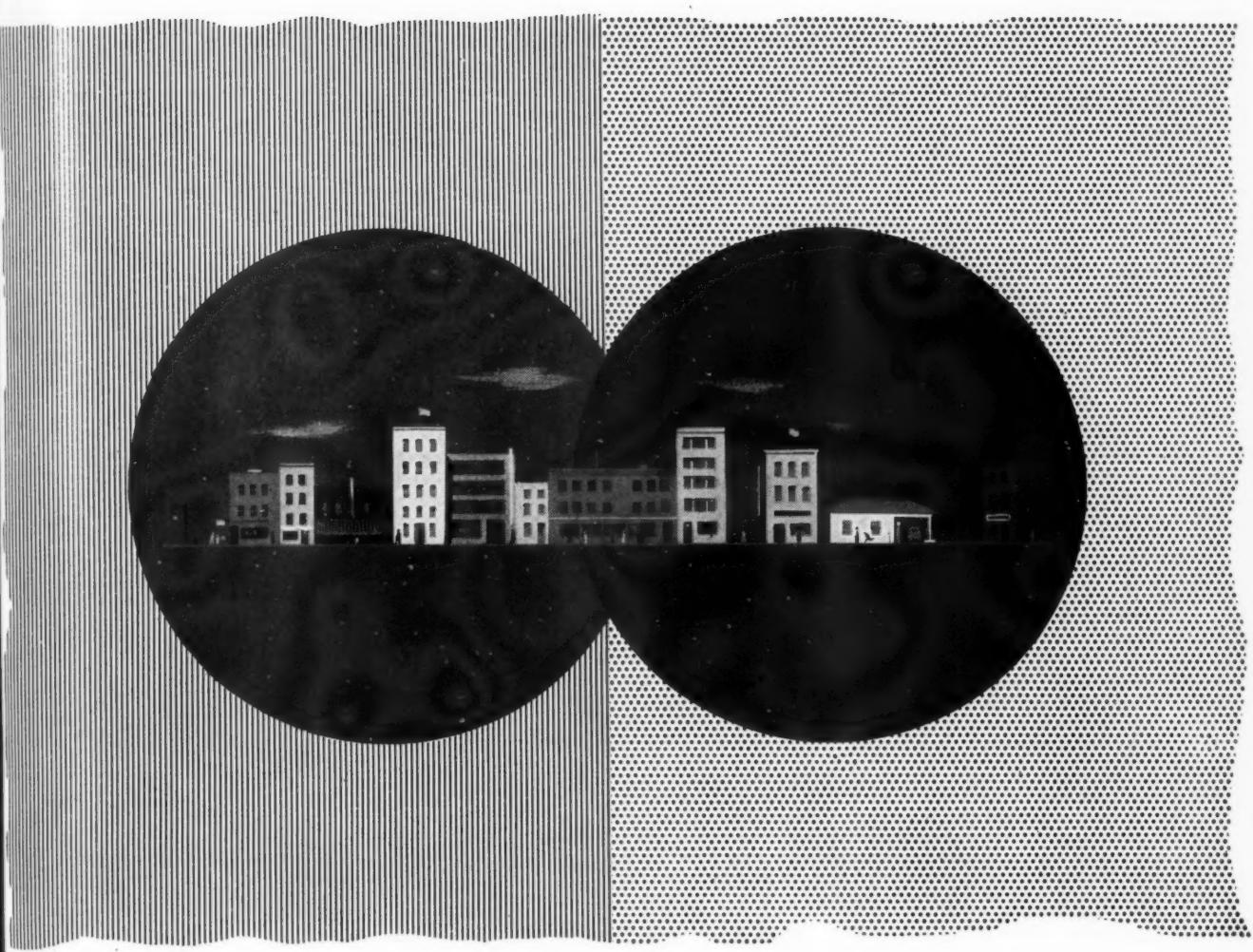
South Bend is a one paper town. The South Bend Tribune completely dominates this major war production market. Of the Tribune's more than 80,000 circulation, 51,556 is in St. Joseph County. *This is 117 percent coverage of the county's homes.*

The Tribune has the largest circulation of any paper in Northern Indiana and Southern Michigan—the largest between Indianapolis and Grand Rapids.



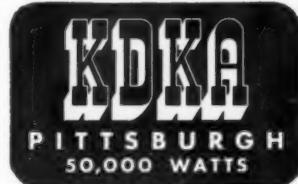
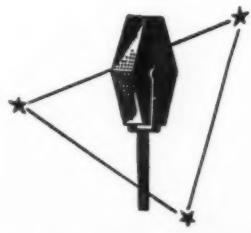
# The South Bend Tribune

STORY, BROOKS & FINLEY, INC. National Representatives



## \*AURICULAR BINOCULARS,\* we pretty nearly said

Here's what we're getting at: 50,000-watt KDKA is like a pair of field-glasses for the ears! It brings distant places into clear focus. You stand at a KDKA mike in Pittsburgh and throw your voice into the whole of Allegheny County, and into 72 tri-state counties which embrace 60 towns of 10,000 population or more. With many automobiles "grounded" at present, people are shopping closer to their homes, as you know. Let KDKA bring them into focus . . . and into camp!



**WESTINGHOUSE RADIO STATIONS Inc**  
WOWO • WGL • WBZ • WBZA • KYW • KDKA  
REPRESENTED NATIONALLY BY NBC SPOT SALES

**KEEP**  
**SMALL TOWN FAMILIES**  
 Sold on  
 Your Products  
 for Business  
 in the  
**FUTURE**  
 •  
 To Influence  
 600,000  
 Small Town Families  
 Use  




*"Y'know my idea of a beautiful post-war world? . . . one in which I'm loose on 5th Avenue with an order book with 50,000,000 cases of nylons back in the warehouse!"*



I can think of five points meriting your consideration:

"1. Soya today is making 'news,' and has become a subject of popular conversation. You will find it discussed often in newspapers, popular magazines, and on the air. The public is aware of soya products, and responds quickly to news of soya developments.

"2. As the food industry extends the manufacture of soya products for consumer use, the Government plans to launch an extensive educational campaign to promote soya consumption. It is intended that this campaign will reach all homemakers and institutional operators through the use of radio, feature articles in the press and magazines, extension work, women's clubs, county agents, public schools, and other available outlets.

"3. Several new soya products already have been announced by prominent manufacturers. They are enjoying increased sales. Some are being pushed in test markets and soon will be advertised and sold nationally. These are only the first of many products which will include soya. Many more, now on the way, will be accompanied by aggressive merchandising campaigns. This use of all media of promotion by the soya industry will

do much to expand the sale of packaged soya products.

"4. There are three groups concerned with the soybean. Specifically, these are growers, oil processors and edible products groups, each of whom is doing practical research and development work. Groups working with edible products are continually uncovering new consumer uses. Other foods devised by commercial organizations will further broaden the range.

"5. A fifth merchandising factor, of prime importance to you, is the compact, colorful packaging of most products containing soya. Since the successful sale of almost all of these products depends on effective point-of-sale display, this type of packaging will afford many profitable selling opportunities. There is one more point I wish to make in this connection. Many of these items lend themselves to compression. This can mean more compact selling units for you, once compression equipment is made available for domestic production."

Soya, Mr. Payne added, already has become a key food in the war feeding program. It has a definite place in the long-range nutritional program. It means that a huge program of education, advertising and selling lies ahead.



Here's a **LOS ANGELES** you already know...



War has made Los Angeles an even greater **PLUS MARKET**. For, in addition to movie-making and vacation-taking . . . agriculture and retail trade—there's now vast new industrial activity here.

For example, the past three years have brought over 1283 new plants and plant expansions . . . new capital investment of more than \$251,200,000 . . . and boosted the number of industrial wage-earners above 377,000.

But will it last?

The fact that many of our new plants are producers of *basic materials* . . . plus the *long-range planning* of other major Southern California industries definitely assure a carry-over of this *plus business* in the post-war future.

#### FACTS FOR YOUR FILES

Los Angeles Times circulation today is at an all-time high. Highest in volume, highest in reader responsiveness. It is the largest morning circulation on the Pacific Coast—and the largest home-delivered circulation, morning, evening, or Sunday!

Linage likewise keeps pace. First newspaper in the field in all major Media Records classification is, as always, The Times.

**Los Angeles Times**  
REPRESENTED BY WILLIAMS, LAWRENCE & CRESMER  
NEW YORK - CHICAGO - DETROIT - SAN FRANCISCO



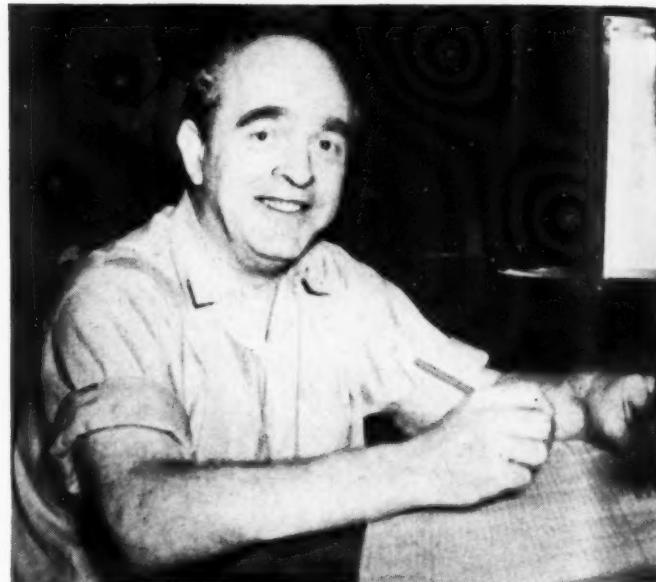
C. J. Fitz Gerald (left), after 20 years' experience as a salesman, came to Packard factory from Albany, N. Y., in response to the circular letter inviting all Packard salesmen who could not find employment in their own communities to make application to the factory. Started as an assembler and is still employed in that capacity. Says, "The greatest opportunity ever presented to an automobile salesman" will be waiting when peace is declared. "People will be waiting on your doorstep to buy cars." Hopes that Packard will continue to build big cars.

## Yesterday's Sales Staff; Today's Victory Workers

Back in December, 1941, immediately following Pearl Harbor, Packard Motor Car Co., Detroit, wrote a letter to its dealers, salesmen, and factory representatives, telling them very frankly that the outlook was unfavorable, and advising them to seek other employment at once. The letter suggested that they probably would be able to secure employment in their own communities, but if they could not do so, Packard would be glad to give special consideration to written applications from any of the Packard salesmen for work in the Packard marine engine and Rolls-Royce aircraft engine plants.

Today approximately 500 former Packard dealers, salesmen, and factory representatives are employed in the Packard plants at Detroit. Typical of these, are the three men who are pictured on this page. All, or nearly all, of the hundreds now so employed had to take a training course to qualify for factory jobs. But this was a minor consideration, since the factory furnishes the training course and pays trainees while they are learning.

Howard Edwards, former salesman for a Packard dealer at Niles, Mich., accepted employment in Packard factory early in 1942. Started as a calculator in test cells and has been promoted successively to recorder, throttle man, and assistant foreman. Likes his present job, but thinks there will be great opportunities in sales field after the war. Says he has been offered a dealership in a good Indiana territory. Thinks there may be opportunities in Packard aircraft sales after war (this is his opinion; Packard hasn't announced plans for aircraft sales after the war).



C. E. Glazet (above) formerly was Packard wholesale manager in New York City and has been promised his job back after the war. First employed at Packard factory as a dynamometer operator and is still on the same job. After being taught how to use a slide rule, he learned the rest of his duties by practical experience on the job. Says he is keeping in touch with his dealer friends in the city and sees great opportunities for post-war selling. Hopes for big cars of the 12-cylinder class.



# *The* DETROIT TIMES REGRETS:-

In order to conform to the War Production Board newsprint quota for the third quarter and at the same time give Detroit Times readers that popular type of newspaper which they are accustomed to read, The Detroit Times has been forced to drastically ration advertising in its September, 1943 issues.

Compared to September, 1942, The Detroit Times September, 1943 advertising lineage will represent a forced reduction of approximately 500 columns of advertising.

In allocating space, which calls for options on not only dates of insertion but in many cases on sizes and dimensions of copy, The Detroit Times has endeavoured to be fair to all advertisers, both large and small space users, in all classifications of advertising.

The Detroit Times regrets any inconvenience caused to advertisers and agencies in its effort to conform to the War Production Board's newsprint program. We feel certain that advertisers and agency executives will appreciate the necessity of The Detroit Times September advertising rationing program, and any similar programs in subsequent months necessitated by continued newsprint quota restrictions.

*The*  
**DETROIT TIMES**  
REPRESENTED NATIONALLY BY THE RODNEY E. BOONE ORGANIZATION

# Product Strategy for Post-War: The Sales Executive's Assignment

Not "What can we make?" but "What can we sell?" is the bedrock for post-war preparation. It's the sales manager who should tell management the answers. New model? New line? Shorter line? Enhanced style element? Improved packaging? What will sell?

BY FOWLER MANNING

(This article is the twenty-second in SM's post-war planning series. Individual reprints of each are available without charge from SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. Multiple copies, 3c each; remittance should accompany order.—THE EDITORS)

I HEARD a cynic explain that an expert characteristically discards a new idea as impractical, unless all the details are immediately familiar to him the moment he sees it. It is human nature to resist change and the sales strategist must avoid that pitfall, remembering that "we progress through change."

The public, on the other hand, welcomes change in product or something new, provided it carries with it desirable qualities or features. Hence the advantage of "something new."

Quality, however, consists only of such virtues as the user is conscious of. A tin whistle made of platinum would not be appreciated, but a wool coat is warmer than cotton. Vanilla

isn't any better than chocolate, but many people prefer it. So our qualities must be adjusted to public preference, and it is the task of the product designer to find out what the public will prefer before attempting to serve it too broadly.

It is the responsibility of the sales executive to know these things, to be able to find out the needs and preferences of the buying public. It is his task, as well as his opportunity, to interpret these things for the benefit of his business. If he doesn't do this, someone else will, and then it will be his job to sell whatever is made.

Too often we find products turned out by men who know how to make them and make them well, but which fall just short of public taste or acceptance. "All wool and a yard wide" is the maker's description of honest quality—the choice of the public might be half rayon and half wool and 39 inches wide.

The public buys largely on brand

name or the reputation of the maker and has faith in that. Has your trademark reached the limit of its application to its field? If you make knives, do you also make forks and spoons? Do you make shaving cream to go with your famous razor blades? Why not?

Change of pace is often important—when big models are popular, get ready with your small one. If black and white is popular, get going on colors. If you can't crack the situation through one sales channel, specialize upon another. I once captured 25% of an old market the first year by selling solely through a channel which had never handled any of that product before and is now the principal distributor for that industry.

Where changes are made in a product, many opportunities are found for dramatizing them—"something added"—"It's Toasted." Fanny Farmer left off the fussy confectionery "gingerbreadiness" of the candy store and dramatized plainness and clean attractiveness as persuasively suggestive of the quality of the product. Cannon Towels took a plain, common, staple product, standardized it, graded it, gave it weaving design and color, thereby setting a pace not yet equalled in the textile field. These things are all salesmanship of the highest grade.

## Prove Everything Saleswise

The radio-phonograph people were ambitious to have the product supplant the piano and be almost as large, but the little portable models proved to be "on the beam," and they became the basis of the industry, leaving the big machine fellows high and dry.

Railroads said, "We must haul twice as many cars in the same train." So the Crotchet articulated, triple expansion, tandem compound locomotive came into existence. It cost a million dollars and was so big it required an executive committee to run it, but it yanked a hundred carloads across the country in no time.

Mr. Timken, on the other hand, applied the simple and practical plan of putting little roller bearings on the cars and pulling twice as many with the same old engine they had in stock.

I have lately seen boilers equipped so that the same burner would use either oil or powdered coal, making the change-over by a pull of the lever—why not sooner? Perfume at \$20 an ounce has an acceptance, although you and I believe that money is wasted when the price passes 50c a quart—again good profit-making salesmanship.

The whole basis for success in the 5 and 10c store lies in the proper un-

## New Idea to Help Your Salesmen

ACCURATE AS A MIRROR  
PHOTO-COPIES  
MADE FAST BY  
ANYONE — ANYTIME

A-PE-CO "Photo Exact"

PHOTO-COPIER \$5500

investment in equipment. Any available desk or table. Immediate delivery. Representatives in principal cities and Canada. Write for A-PE-CO folder.

AMERICAN PHOTOCOPY EQUIPMENT CO.  
2849 N. Clark St. Dept. GC-9 Chicago 14, Illinois

Give your salesmen *fullest* cooperation with A-PE-CO photo-copies, in complete detail, of correspondence with customers. Fast, photo-exact and economical. You can also use A-PE-CO to make copies of competitive ads, photographs of products, trade news and government information.

### Non-Fading Photo-Copies of letters • documents • records • blue-prints • pictures • drawings

Same-size copies of anything up to 18" x 22". Accepted as legal evidence. Eliminates steno-copying, tracing, proof-reading. Photo-copies direct from blueprints, graphs, tracings, telegrams, receipts, shop orders—anything written, printed, drawn, photographed. Endless uses for A-PE-CO. Needed by all departments. Big savings. Thousands in satisfactory use.

### No Camera—No Film—Easy to Use

Simple, fast. No focusing. Conserves man-hours. Any office employee quickly becomes expert. Low cost per copy, lowest investment in equipment. Saves other equipment. Put A-PE-CO on any available desk or table. Immediate delivery. Representatives in principal cities and Canada. Write for A-PE-CO folder.

# 62,300 to-be BRIDES

In Central Ohio there are 62,300 girls between the ages of 17 and 21 . . . 62,300 high school girls who are to-be brides during the post-war period.

Time, now, to think about these girls. To anticipate the time when Johnny Comes Marching Home. Time, now, for advertisers, big and little, to think about post-war markets and sales.

Thousands upon thousands of P.F.C. John Smiths will come home from World War II as full grown men. They will be coming home to those girls they left behind. They'll be thinking about marriage and homes of their own . . . real homes, warm and hearty, where the latchstring of welcome will be prominently displayed, where friends and buddies will come often.

Think of the post-war potentials 62,300 brides-to-be offer. Think of the things they'll need . . . the vast sums of money that will be spent.

The Columbus Dispatch can sell this "buy-minded" young group for you! For 72 years this newspaper has served Central Ohioans and served them well. It is a habit with mothers and fathers. Young people have grown up with it. Kids can't do without it. Call upon The Dispatch to help you in providing the post-war wares for these 62,300 to-be brides.

# *The* DISPATCH COLUMBUS, OHIO



Advertised products a bride IS NOT accustomed to buying

|              |                |                |
|--------------|----------------|----------------|
| Andirons     | Garden Hose    | Polish         |
| Bedding      | Garden Tools   | Radios         |
| Books        | Glassware      | Refrigerator   |
| Brooms       | Kitchenware    | Rugs           |
| Cabinets     | Lamps          | Sad-Iron       |
| Carpets      | Lawnmower      | Sewing Machine |
| Cedar Chests | Linens         | Silver         |
| Chinaware    | Linoleum       | Soap           |
| Clocks       | Luggage        | Stepladder     |
| Clothing     | Mangle         | Stools         |
| Crockery     | Mattresses     | Stove          |
| Draperies    | Medicines      | Sweepers       |
| Fans         | Mirrors        | Toaster        |
| Food         | Paper Products | Toiletries     |
| Furniture    | Piano          | Vases          |
| Furs         | Pictures       | Washer         |

You can acquaint her with these products by using THE newspaper she IS accustomed to reading.

THE COLUMBUS DISPATCH

**BIGGEST  
BECAUSE  
IT'S BEST**

derstanding of human nature. The desire to have a choice, the hesitancy to inconvenience sales people without buying—these were the cardinal factors, rather than the orthodox quality of the products sold. And the name "5 and 10c store" gives the bargain suggestion. Perfect salesmanship applies to the same products.

Outstanding improvements in products or product design are seldom the inspired ideas of a genius, but rather are the product of thorough and systematic searching for possibilities of improvement and then the skillful employment of what has been learned about what can be made and what can be sold.

Don't make the mistake of deciding for yourself what the public will accept. No new product can be considered a finished one and worthy of company support, until it has been proved saleswise—until the same user has demonstrated his willingness to buy the same product a second time—three years for a mechanical product, test campaigns for others. Taking acceptance for granted is a risky and dangerous procedure.

And again, it is for you to find out whether the success of your competitor is really due to price-cutting, better

selling, etc., or whether his product is just a bit more acceptable than yours and why. Don't fool yourself or let others fool you.

Again the question may be asked as to how the sales executive is going to equip himself to make plans and suggestions for product improvement, etc. The answer to this question is that "the best way to start is to begin." The good executive relies not only upon his own ability, but upon the ability of associates, in his own organization and out of it.

Many executives have derived immense benefit through organizing a small group of non-competitive sales executives, who can get together periodically to examine, criticize and make suggestions as to each other's products, as a sort of "clinic." It will always be found most gratifying as to results thus obtained.

If the sales executive makes up his mind and goes to work on this problem, he will find that men and methods will come to him to serve his purpose. Questionnaires to salesmen and to the trade, when prepared with skill and understanding, can bring much information and often bring very practical suggestions, if the inquiry is made in complete sincerity and then

is given genuine study and consideration after being appropriately acknowledged.

Every good business organization should contain facilities for the systematic and continuous development of its products, just as it should have these facilities for the development of its future executive personnel. Here is the sales manager's great opportunity to contribute to the success of his company by obtaining from the public, through his contacts with it, knowledge as well as ideas which may serve the technicians, who will design and make the right product right, if they have the benefit of this sort of guidance.

Typical illustrations of all the foregoing are found today in the thinking and the efforts being made toward plans and preparation for business following the war.

### Constructive Thinking Needed

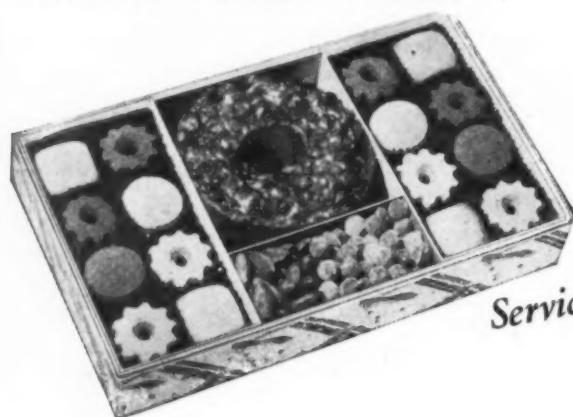
It has been said that people will go to any extreme and expend any amount of effort to avoid having to think. Hence, we have so many people complacently expressing the off-hand conviction that things will be about the same after the war, or that radically new products must be had to survive. Many think the selling must be different, or that everything will be handled by the Government anyway.

Every business has its individual characteristics, possibilities for success or failure, potential advantages versus actual strength or weakness. Therefore, no single rule or basis can serve or apply to all businesses. What can be made and sold successfully by a given manufacturer hereafter will be safely arrived at only through systematic, consecutive evolution of plan and product in the light of the experience of the past, circumstances of the present and the possibilities of the future . . . with a liberal admixture of that intangible thing called ability, which gives the whole matter the tang of sincerity.

Some more or less superficial details have been a determining factor in many undertakings, such as one pair of stockings in an individual envelope of cellophane—tag plan for automatic replacement of inventory—scheduled carloads to distributing points replenishing jobbers' stocks frequently with greatly increased turnover—a policy of pricing delivered versus f.o.b. factory has won many tough situations.

And again we have the question of multiplicity of varieties in the same line. This is strictly up to the sales strategist, who must know and be able to answer questions like these:

## For your Employees in the Armed Forces!



### A Thanksgiving and Christmas Thought

Send them the

### Service Men's Treat

—Mrs. Sothern's  
Delicacy Assort-  
ment

3 LBS. OF TASTY GOODNESS • LUCIOUS OLD FASHIONED FRUIT CAKE • CRISPY HOLLAND STYLE COOKIES • TANCY FULL-FLAVORED HARD CANDY

We will be glad to send you one of these Delicacy Assortments for your sampling and inspection together with full details. No obligation—Write on your firm letterhead today!

A Free Package for your inspection before you order!

Free

We will be glad to send you one of these Delicacy Assortments for your sampling and inspection together with full details. No obligation—Write on your firm letterhead today!

**DE GROOT & ASSOCIATES**

4 WHITE STREET  
NEW YORK, N. Y.

# IN THE SERVICE OF THE NATION

“The tremendous response to my article  
‘Can We Save Free Enterprise?’ shows clearly that American Magazine  
readers are keenly interested in the economic  
structure of our government. The continued interest  
of these substantial citizens is the best assurance that  
we shall win the peace as well as the war.”

*Charles E. Wilson*

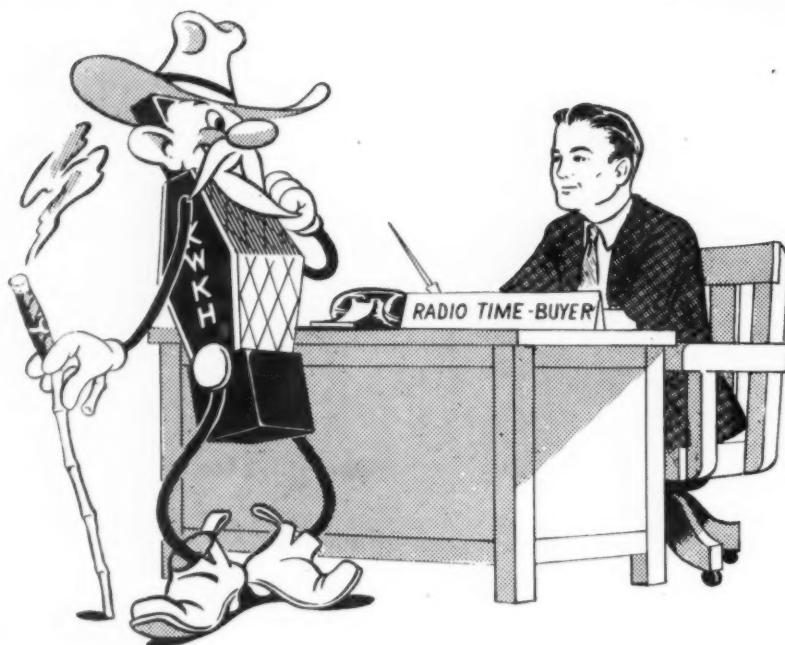
EXECUTIVE VICE CHAIRMAN, WAR PRODUCTION BOARD



THE **American** MAGAZINE

WHEN IMPORTANT PEOPLE HAVE SOMETHING IMPORTANT TO SAY...  
SEPTEMBER 15, 1943

[ 101 ]



## WE WISH YOU'D COME DOWN!

CBS sets net daytime circulation at 313,000 radio homes; net nighttime at 425,000. Member Southcentral Quality Network. Ask Branham Company for details.

• We, of KWKH would like to be hosts to the radio time-buyers of America . . . to show each of you what is taking place in the rich East Texas-North Louisiana-South Arkansas area we serve. For we know that to see this area is to realize how it will fit into your sales program . . . how its rich resources such as oil and gas, lumber, cotton, livestock and others are being fully utilized. This is the area that has shown gains far above national average in population and spendable income year after year . . . and classified by Assistant Director, Bureau of Census as "having excellent prospects for retaining wartime growth."



*cover it with*  
**CBS 50,000 WATTS**  
**KWKH**  
 A SHREVEPORT TIMES STATION  
 SHREVEPORT, LOUISIANA

*The  
SELLING  
POWER  
in the  
BUYING  
MARKET*

**Q —** What is the average annual merchandise turnover in the 5c to \$1.00 Variety Store field?

**A —** About 6 times per year.

For 5c to 1.00 Variety Store Market Facts Write

**SYNDICATE STORE MERCHANDISER**  
 79 Madison Avenue, New York, N. Y.

CCA CHICAGO • LOS ANGELES • ATLANTA

*The 'IDEA BOOK'  
 THAT HAS PROSPERED BY SERVICE!*

Do you need all the products you now make?\*

Do you need more varieties? Why?

Do you actually need a new product?

How would you sell it?

How do you know and how could you prove your judgment to the satisfaction of the company?

I reduced 3,800 specifications to 600 specifications in one line without loss of business and discontinued over 100 brands in another line without losing an order.

Too often the sales executive feels that his task is to sell the output of the factory as he finds it, and so it is. But he has a far greater opportunity to contribute to the success of his company by leading the movement toward constructive thinking with respect to product as well as policy and method.

### Know Where and How to Dig

Remember that the sales executive has or can have the first chance to specify or describe the product he can sell best. That opportunity is always with him and the more he makes use of it, the greater will be the respect of his associate for his ability.

And again, the cost of the product. I find salesmen wondering why the factory spends so much money on some feature without real advantage—or wondering why other features are not incorporated in the product or the line. The sales strategist can often make real contributions here—but only if he *knows* and is not substituting his opinion for solid fact.

New products for post-war programs—why so much talk about new things? Has the limit been reached in your selling of what you have? Has a competitor accomplished more in your field? There is a vast difference between selling more of your present product and selling any of the new. In many instances, acres of diamonds of profit are still there for the digging by men who know where and how to dig.

I scrapped a fine new additional product, which had cost \$300,000 to develop, in order to concentrate all the selling energies of the organization upon the existing product, already the leader in its field—and gained millions of added volume as a result of this concentrated, undivided specialization.

\* A "product" is one now made or considered.

A "new product" is something which you do not now make.

A "variety" or "new model" is your present product in a changed form or specification.

# The man with the flesh-and-blood newspaper

"**L**IKE just about everybody else in our town, I always read the local newspaper.

"It gives me the high-spot news, tells how the war's going, what's happening in Washington and all over the world.

"But for the last few years—since I've been reading LIFE magazine—the news in the paper actually has meant more to me than ever before.

"That's because LIFE has given me a really clear picture of lots of people and places that I read about in the newspaper. The articles and photos in LIFE help bring all the news together, give flesh and blood to the news articles.

"LIFE's pictures make everything more human and understandable. Whether it's jungle fighting, the Sicilian invasion, the miners' strike, or the meat shortage, LIFE gives me a better idea of what the newspaper reports are all about.

"I honestly feel sorry for the folks that don't

get a chance to see a copy of LIFE every week."

## **Amazing Number Explained**

**Week after week, 23,000,000 people buy, beg, or borrow their way into LIFE's pages.**

That amazing number establishes LIFE as one of the biggest single factors in America's national press.

**Why has LIFE such a huge readership?**

Because people in every walk of life seem to find that LIFE, with its varied pages and picture-and-text reporting, gives them a remarkably lucid, intelligent grasp of the world and what goes on in it.



**"Eyes for the minds of America"**

# Foreign Trade Clinics Teach Californians ABC's of Export

Business men in the West are already equipping themselves for the day when overseas markets will offer new selling opportunities. Under the tutelage of experts, industrialists are studying foreign markets, and analyzing distribution and sales promotion methods.

**T**HERE is a Sleeping Beauty in all this after-war planning. She is Foreign Trade—and she is sleeping with one eye open.

In post-war plans, the tendency is to go around her, because we know that world commerce today is tightly controlled by governments and the military; that there are shortages of goods, materials, shipping.

Too many of us take it for granted that because foreign trade is somewhat limited at present due to restrictions in occupied countries there will be restrictions after the war.

Yet here is a definite source of jobs for the returning fighters, and perhaps the front door to reconversion of production.

## A Pattern for Reconversion

Picture Russia, driving the Germans out of a devastated area. Their first requirement is for farm machinery, motor tools, road-building equipment, electrical plants, waterworks, locomotives. Their need is so urgent that they suddenly want reconstruction materials more than weapons, and ask that we send pumps and dynamos instead of the tanks they were waiting for three months ago. We get busy and begin to produce this equipment, and American manufacturers find themselves automatically back in peacetime production to further the winning of the war. And Donald Nelson says that this may be the actual pattern of reconversion.

A few months ago, the foreign trade department of the Los Angeles Chamber of Commerce sent out a limited number of inquiries, asking business men if they would be interested in a clinic, to continue in ten weekly classes, where methods of conducting foreign trade would be taught. More than half of the inquiries brought enrollments, and the clinic is now being held regularly.

In post-war business, foreign trade will develop gradually, believes Alvin C. Eichholz, assistant manager of the department, in charge of the clinic, and at the start, it will be carried on under a cooperative control by gov-

ernments and free enterprise. There will not be a definite day when we can say, "Here is post-war—let's get busy rebuilding foreign markets." Before any defeat or armistice, it will be well under way.

What part foreign trade must play in reconstruction is shown in a review of Southern California's position.

Before Pearl Harbor, Southern California exported \$200,000,000 to \$400,000,000 worth of goods, varying according to the activity of aircraft, machinery, petroleum, which made up two-thirds of the business.

Up to the defense production period, less than four years ago, the area was chiefly an assembling center. Steel, aluminum, copper, chemicals, and other basic materials were brought from the East.

But war has brought steel, aluminum, chemical, and other basic plants for balanced industry. It has brought an industrial population. These industries, as well as the industrial workers, will need markets after the war. The 10% upward traditionally figured as foreign sales must not be neglected. In some lines, they hope to make it 30%.

But where to start?

Today, there is more world trade going on than the average manufacturer absorbed in his war production thinks. The future customers are behind doors almost closed. What they will want to buy, what they will have to pay for it, what they will want to



sell, and the rules of the game are still vague.

But there is one certainty, and Los Angeles' foreign trade clinic has been organized around it:

No matter what the goods or the rules, no matter whether we have a brave new world, or just our old one to rebuild, the world trade of the future, like that of the past, will be accomplished by individual business men. The tariffs may be lowered or abolished; there may be some form of international money, or commodity control, or a quart of milk for every Chinese (who detests milk, cheese and every product of the cow) . . .

But the Chinese will want machinery with which to modernize their country. They will have tea, tung oil, hides, soybeans and pig bristles with which to pay for it, and individual traders will determine which of these materials can be used by our industries, negotiate the trade, attend to the credits, drafts, documents.

Therefore, this foreign trade clinic is based on teaching the interested Southern California industrialist the age-old methods of conducting foreign trade.

## Manufacturers Eager to Learn

Some of the students are manufacturers, or executives, who had good products before the war, and who enjoyed some foreign trade. Others have good products, developed before or during the war, but who never have sold abroad. Both want to know how world trade has been conducted, and how to meet new conditions as they may arise.

The teachers are men who, in the past, have earned their living with world trade exporters, importers, bankers, sales executives with foreign trade experience, men who have lived abroad as representatives of American houses, consular officials, shipping and packing experts, advertising men who know foreign methods, psychologies and languages, specialists from government bureaus. Mr. Eichholz was for years connected with the Bureau of Foreign and Domestic Commerce, and more recently concentrated on wartime controls.

Starting with the axiom that foreign trade is fundamentally similar to home trade, a problem of taking on new territory, with certain conditions different from those of usual markets, the clinic lays a sound foundation for market analysis.

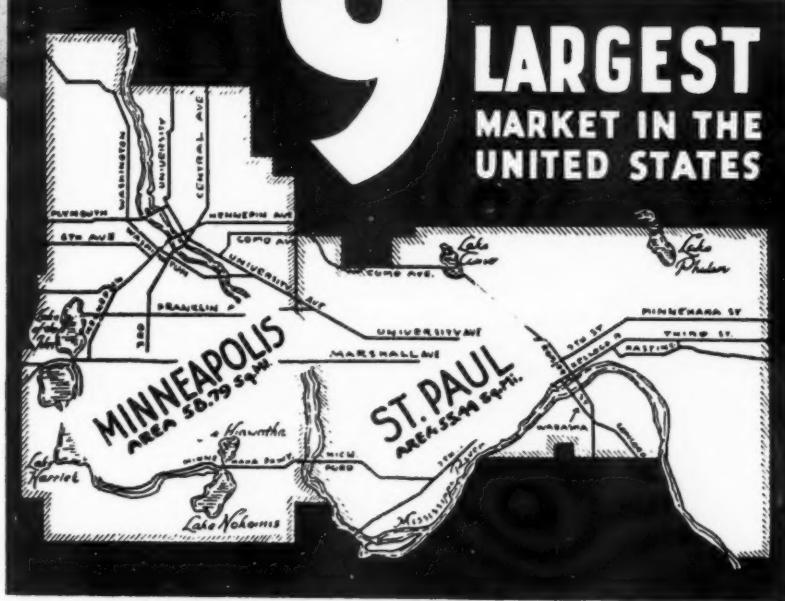
What is the product, and what countries are potential sales territory? How many people in each country are able to buy? How are they to be reached—through importers, manufac-

**52% of  
Minnesota's Effective  
Buying Income\***

*is in the*

**9<sup>th</sup>**

**LARGEST  
MARKET IN THE  
UNITED STATES**



**ST. PAUL AND MINNEAPOLIS  
POPULATION 780,106**

**Only the ST. PAUL DISPATCH-PIONEER PRESS  
Covers the St. Paul Half**

\*From May 10, 1943, Sales Management, Survey of Buying Power

**RIDDER-JOHNS, INC., NATIONAL REPRESENTATIVES**

NEW YORK  
342 Madison Ave.

CHICAGO  
Wrigley Bldg.

DETROIT  
Penobscot Bldg.

ST. PAUL  
Dispatch Bldg.

# 20 YEARS OF *Leadership!*



**OMAHA +  
333 COUNTIES**

**JOHN J. GILLIN, JR., PRES.  
JOHN BLAIR & CO., REPRESENTATIVE**

turers' agents, sales branches? What types of retail outlets are available for distribution? What advertising media can be used to create demand? What printed matter is needed? In what languages? What competition will be encountered from other countries?

The product may be a cosmetic glamourized by Hollywood; it may be a machine, a tool, an automotive accessory, a garment in the Southern California sports fashion field, a household convenience, a petroleum chemical—anything.

Whatever the product, foreign trade usually starts with seed.

Calling one day on a busy war manufacturer, Mr. Eichholz was shown a sheaf of letters from foreign countries, asking about a new tool which had been invented for war work, and publicized by the daily papers. Men in other countries had read about it, wanted to know more about its mechanism, and whether they could buy it.

"I hope I can find time some day to answer these letters," said the manufacturer, "because they're interesting. We can't fill any orders now, but I'd like to know something more about the industries run by these fellows."

That was a typical packet of foreign trade seed, and the purpose of the clinic is to show such a manufacturer how to sow it by answering the letters now, using translators where necessary, and establishing connections to be promptly followed up at the first change in world conditions.

## Two Steps to Take

Broadly, foreign trade divides into two steps: getting the order, and delivering the goods.

Every phase can be handled successfully with the assistance of specialists in translating, advertising, the selection of outlets, financing, packing, shipping, documents.

Now is the time to learn who these specialists are, and how to work with them, so that foreign markets may be taken on as soon as the war is won, or for some commodities before that time.

The clinic pays as much attention to import business, because here, too, the Southern California picture has radically changed with war.

Until defense production began, the region used modest quantities of raw materials. Cargoes of silk, rubber, vegetable oils, fibres and the like, came in at the harbor, but went to other industrial areas.

Now, there will be a greater demand for materials to supply local industries, as well as larger imports of merchandise to meet the demands of

an increased population; and the buying of these commodities in other countries is also a business in which experience counts, and in which there are specialists to advise on the various steps.

Other countries have merchandise to sell, and much of that merchandise we want to buy. It would seem as though there was nothing to do but to complete the trade.

But our factories and stores require commodities graded and designed for their processes, and consumer demand.

Here is an example: Before the war, an American woman in Paris hurried out to buy silk stockings, only to discover that French legs were different from American legs. The hosiery in Paris stores was not suitable for her. Our merchandise buyers then worked with French designers to produce shapes, styles, and sizes for our trade.

## Technical Study Needed Now

Another example: Women in Latin-American countries do fine embroidery and sewing; they are capable of producing garments and table linen prized in the United States. But without supervision, they will waste their work on cheap materials and unsuitable patterns and articles. They must have supervision, by American buyers, working with foreign representatives who give out the designs and materials.

Another example: Carnauba wax which, during the past twelve years or so, has become a staple material for American manufacturers of shoe polishes, floor and furniture polishes, and other products. It comes from the Brazilian back country, in many shades, and needs careful grading. The gatherers have been taught to send in their wax in two colors, and at the port of shipment, experts working under north light separate these two colors into a dozen or more delicate shades, each suited to some American industry.

The importer has as great a technical job ahead of him as the American manufacturer who seeks markets, for he must locate materials which will sell here, and see that they are graded to our requirements.

The Germans were very painstaking before the war, in teaching foreign suppliers their specifications which were printed in manuals, and given to the suppliers without cost.

As yet, we have not published many similar specifications, and in most cases we have asked the foreign supplier to buy them.

So, importing after the war involves as much technical work as exporting.

Now is the time to start that work.



## Mister—you're getting paid in DYNAMITE!

LET'S NOT KID OURSELVES about this. Our pay envelope today is dynamite.

If we handle it *wrong*, it can blow up in our face . . . lengthen the war . . . and maybe wreck *our* chances of having happiness and security *after* the war.

### The wrong way to handle it...and why

The wrong way is for us to be good-time Charlies. To wink at prices that look too steep . . . telling ourselves we can afford to splurge.

We can't afford to—whether we're business men, farmers, or workers. And here's why:

Spurging will boost prices. First on one thing, then all along the line.

Then, wages will have to go up to meet higher prices. And higher wages will push prices up some more . . . faster and faster, like a runaway snowball.

The reason this can happen is that there is more money in pay envelopes today than there are things to buy with it. This year, we Americans will have \$5 billion dollars more income than there are goods and services to buy at present prices. \$5 billion dollars extra money!

That's the dynamite!

### The right way to handle it...and why

Our Government is doing a lot of things to

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keep the cost of living from snow-balling.

Rationing helps. Price ceilings help. Wage-and-rent stabilization helps. Higher taxes help. They're *controls* on those dangerous excess dollars.

*But the real control is in our hands. Yours. Mine.*

It won't be fun. It will mean sacrifice and penny-pinching. But it's the only way we can win this war . . . pay for it . . . and keep America a going nation afterwards.

And, after all, the sacrifice of tightening our belts and doing without is a small sacrifice compared with giving your life or your blood in battle!

### Here's what You must do

**Buy only what you absolutely need.** And this means absolutely. If you're tempted, think what a front-line soldier finds he can get along without.

**Don't ask higher prices**—for your own labor, your own services, or goods you sell.

Resist pressure to force YOUR prices up.

**Buy rationed goods only by exchanging stamps.** Shun the Black Market as you would the plague.

**Don't pay a cent above ceiling prices.**

**Take a grin-and-bear-it attitude on taxes.** They must get heavier. But remember, these taxes help pay for Victory.

**Pay off your debts. Don't make new ones.** Getting yourself in the clear helps keep your Country in the clear.

**Start a savings account. Buy and keep up adequate life insurance.** This puts your dollars where they'll do you good.

**Buy more War Bonds.** Not just a "percent" that lets you feel patriotic, but enough so it *really* pinches your pocket-book.

If we do these things, we and our Government won't have to fight a post-war battle against collapsing prices and paralyzed business. It's *our* pay envelope. It's up to *us*.

## KEEP PRICES DOWN!

Use it up • Wear it out  
Make it do • Or do without

This advertisement, prepared by the War Advertising Council, is contributed by this Magazine in co-operation with the Magazine Publishers of America.



SCOOPY



GABY

Mothered by the McClatchy newspapers and radio stations, fathered by Walt Disney—Scoopy and Gaby, newspaper-radio twins, were born last week. These animated bees, symbolic of the McClatchy newspapers in Sacramento, Fresno and Modesto, will be featured daily in the papers, while Gaby, the radio bee, will perform in promotion work for their five stations. Walt Disney, when asked to produce these characters, said that he didn't do commercial work of that kind—but, because of the public service rendered to the people of California by the McClatchy organization for nearly a century, he would take it on if the money for the job were to be turned over to the Army Relief Fund. Result—the fund is \$1,500 richer.

## Media & Agency News

### Agencies

One trend in "account changes" in recent weeks has been the number of advertising media appointing new agencies. *McCall's* names Federal Agency, and *The American Magazine*, Benton & Bowles. NBC appoints J. Walter Thompson Co., and Blue Network Co. will announce a new agency soon. Both of these networks were handled by Foote, Cone & Belding and its predecessor, Lord & Thomas, since their inception. F. C. & B. no longer will handle media accounts. Fawcett Publications, Inc., names Hill Advertising, Inc., a recently-formed New York agency. *Secrets*, of Periodical House, Inc., and *Flying Aces*, of Magazine Publishers, Inc., appoint Ralph H. Jones Co.

\* \* \*

The War Department appoints Geyer, Cornell & Newell for recruiting advertising for all its branches except the Women's Army Corps, handled by Young & Rubicam. An educational campaign to encourage high-school-age boys to enroll in courses at their schools to prepare them for future aviation cadet training, as well as to interest 17-year-old boys in joining the Air Corps Enlisted Reserve, is being launched in newspapers in cities of 50,000 and more population, and in four weekly magazines.

\* \* \*

*Other account changes:* American Molas-ses Co. to McCann-Erickson . . . Hygienic Products Co., Canton, Ohio, maker of Sani-Flush and Mel'o, to Lewis & Gilman, Philadelphia . . . Melville Shoe Corp. to John A. Cairns & Co., New York, for Thom McAn women's shoes . . . Barker Food Products Co., Los Angeles, dehydrated soups, to Brisacher, Davis & Van Norden, Los Angeles office . . . Albert Ehlers, Inc., Brooklyn, coffee, to Weiss & Geller . . . Grocery Store Products Manufacturing Co. to Duane Jones Co., New

York, for Cream of Rice . . . Chas. Pfizer & Co., manufacturing chemists, New York, to James Thomas Chirurg Co., Boston and New York . . . Egyptian Lacquer Manufacturing Co. to Sheldon, Quick & McElroy, New York . . . L. P. Courshon Co., New York, product management, appoints Hill Advertising, Inc., there for products in the food, drug and distilling fields which it distributes . . . James H. Rhodes & Co., felt products and pumice, to Burton Browne Advertising, Chicago . . . U. S. Industrial Chemicals, Inc., New York, appoints G. M. Basford Co. as its industrial agency . . . Sterling-Alloys, Inc., Woburn, Mass., to Cory Snow, Inc., Boston . . . Meletio Sea Food Co., St. Louis, will promote Golden Dipt prepared ready breading through H. B. LeQuatte, Inc., New York . . . Graham Co., Redbow mixed nuts and dried vegetables, to Emil Mogul Co., New York.



William A. Blees  
is appointed vice-president at Young & Rubicam's.

Joseph Burland, for 11 years media director of Kelly, Nason, Inc., joins Lambert & Feasley, Inc., New York, in that capacity . . . Russell Clevenger, from N. W. Ayer & Son, becomes vice-president in charge of public relations of Albert Frank-Guenther Law, Inc. Russell S. Sims, vice-president, continues in charge of the publicity department . . . Paul C. Nordloh, from Deere & Co., Moline, Ill., and Clarence Atwood,

from Burton Bigelow Organization, New York, join Klau-Van Pietersom-Dunlap Associates, Milwaukee . . . William K. Ziegfeld is named vice-president in charge of copy in Young & Rubicam's Chicago office . . . William A. Blees is appointed a vice-president of Y. & R., in charge of client service on the West Coast, with office in Hollywood . . . Harold F. Douglas, from Arthur Kudner, Inc., joins Benson & Bowles.

\* \* \*

Robert S. Beatty, account executive and copy writer with Newell-Emmett Co., joins Rickard & Co., New York, in that capacity . . . J. A. McNally resigns as executive vice-president and director of Albert P. Hill Co., Pittsburgh, to join Ketchum, MacLeod & Grove, there . . . David B. Weiss, former treasurer of Great Lakes Press, Rochester, joins Landsheft, Inc., Buffalo, as an account executive . . . Mason Ancker, from Sherman K. Ellis & Co., is now copy chief in the Cincinnati office of Ralph H. Jones Co. . . . Robert S. Adams, from WPB, joins N. W. Ayer & Son at Philadelphia as a representative . . . Chuck Lewin joins Hillman-Shane-Breyer, Los Angeles, as radio production director.

### Magazines

*Pathfinder*, America's oldest news weekly, established in 1894, has been acquired by the *Farm Journal* organization, Philadelphia. Graham Patterson will be publisher of both, and Emil Hurja will remain with *Pathfinder* as associate publisher. Robert West Howard is appointed editor-in-chief of *Pathfinder*.

*Pathfinder's* new rate card, effective with the October 18, 1943, issue, includes a page rate of \$800 on a circulation base of 400,000 net paid. The magazine will be issued Mondays instead of Saturdays. Publication headquarters will continue to be Washington, D. C., and advertising will be handled by *Farm Journal* men.

Photo by Phillips Studio



Graham Patterson  
is the new publisher of *Pathfinder*.

Announcing the changes, Mr. Patterson emphasized the loyalty of the magazine's small city readers, with "substantial circulation going into every quarter of the United States. . . . We feel that the size and circulation of *Pathfinder* will be limited only by the temporary restrictions of paper supply. Our plans include the use of better paper, modernized makeup, and revamping and enlarging of the editorial staff."

\* \* \*

The *Leatherneck*, Washington, D. C., magazine of the enlisted personnel of the Marine Corps, announces new policies, with the December issue, involving rotogravure printing, 10" x 13" overall page size, more pictures, technical articles and home news, and direct battle-front coverage, for its 150,000 readers. O'Mara & Ormsbee has been named national advertising representative.

\* \* \*

*Ladies' Home Journal* issues a "Women in War Work" scrapbook on eight weeks' use of material which first appeared in its

exhibit at Franklin Institute, Philadelphia. Twenty-four War Manpower Commission regional and area offices and all offices of U. S. Employment Service displayed the evidence to prospective workers. Thirty department stores, fifty-four libraries and other groups employed the material to recruit womanpower. *Journal* representatives showed it to 184 manufacturers and 94 advertising agencies. Two-hundred large display-size and 5,000 condensed catalogs of the material are now being shown from coast to coast.

\* \* \*

*American Legion Magazine* will increase advertising rates 11% with the March, 1944, issue, based on 1,000,000 circulation . . . *Nation's Business* will increase rates with the February, 1944, issue, with new circulation guaranty of 365,000.

\* \* \*

The *Saturday Evening Post* reports success of the "Four Freedoms War Bond Show," which it is presenting with the national sponsorship of the Treasury Department and under local auspices of leading department stores. Details are being reported to local War Finance Committees, department store executives, cooperating advertisers and publishers. First appearing in Washington, Philadelphia, New York, Boston, Buffalo and Rochester, the show is being held this fall in Pittsburgh, Detroit, Cleveland, Chicago and St. Louis.



Arthur Hirose has research post at War Advertising Council.

Richard Ziesing, Jr., formerly sales promotion manager, is appointed publication manager of the *Ladies' Home Journal*. Ralph C. Ackerman becomes advertising sales manager, and Dwight W. Koppes promotion manager . . . Arthur Hirose, McCall Corp. is appointed research coordinator and Norwood Weaver, Magazine Marketing Service, associate research coordinator of War Advertising Council . . . Ferdie Deering is named editor of *The Farmer-Stockman*, Oklahoma City, succeeding the late Clarence Roberts . . . William C. Pank, from New York *World-Tel-gram*, is now on the sales promotion staff of *Collier's* . . . Lewis M. Russell rejoins Macfadden Women's Group as New England representative . . . R. J. Reynold Jr., from New York *Herald Tribune*, joins the eastern sales staff of *The American Weekly* . . . Mary Pentland will serve as consumer analyst for a readership study being initiated by Fawcett Publications.

\* \* \*

Third issue of *Victory*, and the first to be published by Crowell-Collier, has just been published in collaboration with the United States Government. Ten advertisers use space in this issue. The total edition, in seven languages, is 535,000 copies.

## Newspapers

"Newspapers Get Immediate Action!" is the title of a presentation of the Newspaper Representatives Association of Chicago. It was produced in Chicago by R. S. Tinker of the New York *Daily News* under the direction of E. E. Flagler, president of the association. J. H. Sawyer Jr.

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is chairman of the new business committee.

The presentation opens with a round-up of newspaper cooperation with the war program. Newspapers' work in obtaining voluntary enlistments and conditioning men for Selective Service is cited;—also newspapers' support of War Bond sales and scrap and fats collections. Then is shown the way in which newspapers cover 44 fighting fronts.

Included are the New York *World-Tel-gram*'s continuing grocery product study; the *Chicago Times'* "40 Million in 40 Days" promotion to buy a new U.S.S. Chicago through increased War Bond sales, and the *Washington Post's* promotion of two war planes.

\* \* \*

Herbert W. Beyea is appointed manager of the Rodney E. Boone Organization, national advertising representative for eleven Hearst newspapers. With the organization for 24 years, he has been acting manager since Mr. Boone's death in July.

\* \* \*

*Chicago Sun* sponsors a three-day Victory Garden Harvest Festival at Soldier Field . . . *Minneapolis Star Journal* and *Tribune* announce a "How to Save Food Contest," in which \$800 in War Stamps will be awarded to 150 winners.

\* \* \*

Montreal *La Presse*, appoints Lorenzen & Thompson as its national advertising representative in the United States. J. L. Hoey, for 17 years associated with the late William J. Morton while the latter represented *La Presse*, and Ernest W. Appleby, recently on a war assignment for the Canadian Government, join Lorenzen & Thompson.

\* \* \*

Bureau of Advertising, American Newspaper Publishers Association, presents 69 case histories of advertising's conversion to wartime operation in the 1943 edition of its annual Blue Book.

## Radio

National Association of Broadcasters, Washington, appoints Robert T. Bartley, vice-president of the Yankee Network, as director of war activities. Mr. Bartley will assume his new duties on September 25.

\* \* \*

C. Herbert Masse, member of the WBZ-WBZA sales staff for six years, is appointed sales manager of the New England Westinghouse stations, succeeding Frank R. Bowes, recently inducted into the Army.

\* \* \*

KTBC, Austin, Texas, and WGAU, Athens, Ga., join CBS . . . KMO, Tacoma, Wash., and KIT, Yakima, Wash., members of Mutual Broadcasting System, appoint Joseph Hershey McGillvra, Inc., national advertising representative . . . WDAK moves from West Point, Ga., to Columbus, Ga., and in addition to MBS, now has Blue Network facilities.

\* \* \*

To make its farm service more practical, KMBC, Kansas City, starts operation of a 400-acre livestock farm, 20 miles from downtown Kansas City, just across the Missouri line in Kansas. "We feel," says Arthur B. Church, president of Midland Broadcasting Co., "that we can do a lot of good by actually putting into practice, so all can observe, the things our farm experts have been recommending to KMBC listeners." The farm will maintain cattle, hogs, sheep and chickens and will raise, among other crops, corn, wheat, oats, flax, soybeans and alfalfa. Grains produced will be fed to livestock. Phil Evans, KMBC farm expert, broadcasts twice daily direct from the farm.

Gross billings of Mutual Broadcasting System in August were \$1,205,240, an increase of 132.6% from August, 1942.

## Transportation

Richard C. Morrissey is appointed western sales manager of New York Subways Advertising Co., with office in Chicago. . . . Pacific Northwest Transit Advertising, Portland, Ore., Southwest Transportation Advertising Co., San Antonio, Texas, and Motor Coach Advertising, Inc., Racine, Wis., are elected members of National Association of Transportation Advertising, New York.

## ABC Postpones Meeting

The annual meeting of Audit Bureau of Circulations, which had been tentatively set for Chicago, October 14, will be postponed. Directors whose terms expire this fall will retain their positions until their successors have been elected. The board of directors will meet in Chicago on October 14, after which the bureau's annual reports will be sent to members.

**AFTER VICTORY**

What is going to happen to your plant when your war contracts are cancelled?

Executives with vision are looking into the Diesel Industry—one of the two industries that will come out of the war **ROARING!**

HIGHEST RATE PER PAGE  
LOWEST RATE PER READER  
EDITED BY REX W. WADMAN

Today—NOW—send for diesel market survey and complimentary copy.

**DIESEL PROGRESS** 2 WEST 45TH STREET, NEW YORK, NEW YORK

When you talk to  
**Buffalo WOMEN**

Remember a most successful  
Women's Specialty Store that  
stepped its lineage up from

**9,600 lines in 1926**  
TO  
**347,161 lines in 1942**  
in the daily edition of the

**Buffalo COURIER EXPRESS**  
ONLY MORNING AND SUNDAY  
NEWSPAPER IN BUFFALO

# Comment

BY RAY BILL

**A PURCHASING AGENT SPEAKS UP.** Selling and purchasing always have represented something of a head-on collision, especially where the price structure is not sufficiently well established so that trading figures extensively in the picture. Actually, however, salesmen and purchasing agents have much more in common than is generally realized, because repeat orders for the salesman necessarily depend on satisfying the same "boss" who also hires the purchasing agent. Unfortunately, in some instances, the seller's market which has been prevalent since 1941, has shown up a certain number of salesmen and purchasing agents in a bad light. The narrowness and selfishness of their thinking have become too manifest. But, for the most part, selling and purchasing has come through in a manner which reflects much credit on both salesmen and purchasing agents. Bearing on this subject, we quote some interesting comment by the purchasing agent of International Industries, Inc., which Homer Hilton, sales manager of the same concern, was good enough to forward us:

"In November of 1941, we saw the beginning of the mad scramble to get goods and more goods.

"Technically speaking, the transition simply marked a swing-over from a buyer's market to a seller's market. It meant that buyers were a dime a dozen, and commodities were steadily getting scarcer, with more and more people bidding for the same goods. The buyers who played hard-to-get, who hung out neat black-and-gold shingles during that time, stating "No interviews without prior appointments" paid for their vanity. Salesmen simply failed to 'darken their doors.'

"Through it all, we found friendliness was the Midas-touch that brought in everything—machinery, tools, metals, equipment, production parts—everything. While buyers were gnashing their teeth and howling to high heaven of materials shortage, we were sending S O S calls to suppliers to hold up shipments until we caught up with our inventories.

"I think the time will come when purchasing agents will be chosen not on the basis of their ability to drive a hard bargain, but on the basis of sociability and their ability to make friends in the business sense and to influence people into performing a desired action. Your streamlined P.A. will not be an individual with frozen features of forbidding demeanor and attitude, a chilly consciousness of the ego and I-spend-millions—characteristics which in themselves repel any approach of friendliness.

"But the point I wish to bring out is this: Already there are signs that the ice jams in materials shortage are breaking. We have noticed a let-up in the squeeze on some of the items, like machine tools for instance, for which we were all scrambling a few months back. The seller's market is slowly turning; it is only a question of time when it will be a buyer's market. When that time comes, let us keep our perspective. We talk of the American way of life and are proud of it. We say it is American ingenuity which makes us different—and the most prosperous nation on the earth. But let us take our hats off to the American salesman—who helped to spread some of this ingenuity around a bit, making the world a little better for the rest of us to live in."

To be sure salesmen and purchasing agents can have much more in common than has generally been true. In the post-war phase, when the volume of employment will depend so greatly on how much is sold as well as on how much is produced, there is considerable room for the practice of fraternity between purchasing agents and salesmen.

**SALES TAX IN LIMELIGHT.** Much is being made of the fact that on the one hand the national budget remains very far from being balanced, and that on the other hand England and Canada are paying a substantially higher portion of the annual cost of the war on a current basis. Much is also being made of the fact that the total purchasing power now rampant in this country exceeds by many billions the total of what is available for purchase. Then, too, much is being made of the dangers of inflation which can be greatly accelerated by too much governmental borrowing as well as by black market prices growing out of a great excess of purchasing power. It seems reasonable to assume that out of all this will emerge higher taxation.

Opinions differ on just what forms increased taxation should take. Political considerations are also heavily involved. Personal incomes in the higher brackets are already taxed to a very high point, but heavy taxes on low incomes necessarily affect millions of votes. Corporate taxes are already at a high point, especially where profits have risen because of the war so that they are subject to excess profits taxes. Therefore, it seems wholly likely that a less widely used source; namely, the sales tax will come in for closer scrutiny and more intelligent study than ever has been the case heretofore.

Pro and con debates about the sales tax have ensued over a long period of years and it seems fair to conclude that in normal times the sales tax is not overly popular from a political standpoint. There are several other arguments against it which are probably sounder. But these are war times and we doubt that any form of increased taxation can be found which will be either popular or perfect. Hence, the sales tax may offer the best current solution.

Naturally a sales tax will increase the cost of living, and in a manner not entirely hidden from the masses of the people. But it is a tax which has the virtue of taxing people in direct proportion to how well they live, and it is a tax which affects the processes of business with less upheaval than most, if not all other forms of taxation. Very possibly it is a kind of taxation which in years to come can be more readily reduced and eliminated than many other kinds of taxes.

In any event, we believe that the sales tax should be most carefully studied by business executives in general and by sales executives in particular. As a subject, the sales tax should be put on the agenda for trade meetings of all kinds in all parts of the country; it should also receive intensive consideration by the sales executive clubs located in principal cities throughout the country. Whatever the findings, pro or con, and whether individual or collective, they should be communicated in clear, concise form to congressmen and senators in Washington so that the legislative branch of the Government will be widely informed as to the attitude of business toward the sales tax. The same data should be sent to the Treasury Department and the tax committees of Congress.